

Official monthly publication of the

Commerce - Thirty-five Cents

Atlanta: Industrial Giant Atlantic Steel Georgia State College and the DBA Degree Where Does Atlanta go from Here? Lockheed Looks to the Future: Atoms, Space, and Man!

> Mart in Pictures

Merchandise



Regatta On Lake Lanier / #\$ In A Series / PHOTOGRAPHY BY GRAPHIC ASSOCIATES

#### Atlanta is a Fun Place

SMOOTH SAILING — 1070 FEET ABOVE SEA LEVEL — From Easter until Halloween hundreds of happy Atlanta sailboat owners hoist their sails and throw their worries to the wind. Skippers from 8 to 80 skim the 74,200 acres of nearby lakes Lanier and Allatoona. Although sailing has been a favorite Atlanta sport for only a decade, the popularity of the various regattas sponsored by the sailing clubs draws entries from across the nation and foreign countries. ► If you are buying or selling overseas, set a course for west latitude 33°, 45′ 18″, north longitude 84° 23′ 25″. It's the location, in Atlanta's Commerce Building, of the C&S International Office. Headed by Doug Smith, it offers complete services to ease and speed transactions in foreign trade. In fact, whatever your financial need try Citizens & Southern. You will find it an all weather bank.

The Citizens & Southern Banks in Georgia



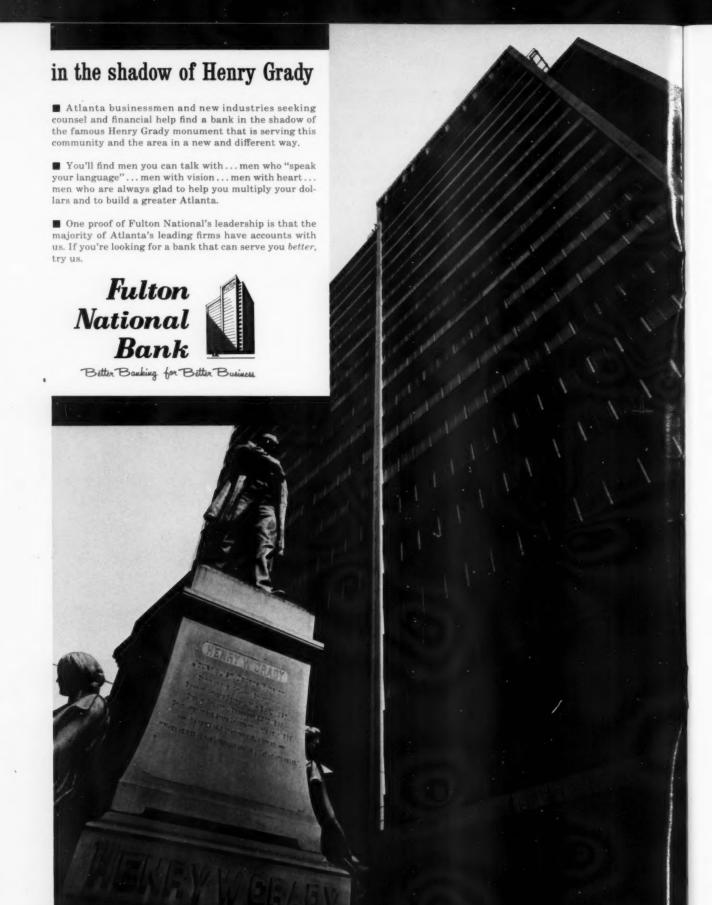
ASSETS: 235,000 customers; \$679,000,000

#### another Rich's first

#### for downtown Atlanta...

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# ATLANTA

OFFICIAL MONTHLY PUBLICATION OF THE ATLANTA CHAMBER OF COMMERCE

THIRTY-FIVE CENTS

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#### CONTENTS FOR AUGUST 1961

**VOLUME 1 NUMBER 4** 



Atlanta: Industrial Center of the South Atlanta is the unchallenged center of industry in the South, but is that the whole story? A look at the future, with some educated guesses.

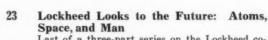
19 Ga. State + Business Curriculum ÷ People = D.B.A.

The Board of Regents has just approved a Doctorate of Business Administration degree for Atlanta's urban college.

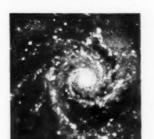


20 Where Does Atlanta Go From Here?

by Phil Hammer • Philip Hammer is an economic consultant who has worked for some of the nation's most famous corporations. His incisive comments on Atlanta's growth, problems, and prospects makes a signficant and important article.

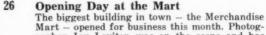


Last of a three-part series on the Lockheed colossus. Lockheed/Georgia is still the world's best-known manufacturer of airlift vehicles. Sara Pacher reports on their activities in the field of nuclear research and missiles.



25 Young Men on the Go: Dick Felker & John Keeble

A successful securities salesman and an outstanding young lawyer joined efforts several years ago to have a try at the mutual funds business. Result: Mutual Funds of America, Inc.



Mart — opened for business this month. Photographer Jay Leviton was on the scene and has come up with an unusual view of the Mart's first 15,000 buyers.



30 The Men of Atlantic Steel

No other group of people better exemplify the industrial giant Atlanta has become than the hard-hatted men of Atlantic Steel, A collection of pictures, plus text, on the city's only manufacturer of steel products.

Town Talk 4 Chamber Potpourri 6 Letters to the Editor 8 What's Your Category? 11 Editorial 13



#### WHICH ATLANTA?

A former Atlantan, transplanted in Dallas, Texas, placed a long distance call to Atlanta, giving a number in the Trinity exchange. The , Atlanta operator came on the wire and denied having any such exchange. There was a brief argument, followed by apologies when the Atlantan found he had reached Atlanta, Texas. Now back in Atlanta, the same individual placed a call to Dallas, giving a number in the Riverside exchange. This time the Dallas operator balked; there was another brief argument, again followed by apologies. Dallas, Georgia, it was. And we assume the same thing could happen to an Irelander calling Dublin, a Greek wanting Athens, or an Italian telephoning home.

Which brings us to the next point. How many cities bear the name Atlanta? We checked, and, for the collectors of trivia, here it is: Arkansas, Idaho, Illinois, Indiana, Kansas, Louisiana, Michigan, Missouri, Nebraska, New York, Texas, and Georgia. Which causes us to wonder further: Did any one of these other twelve have the name first? We doubt it, but we're writing to find out for sure.

#### PHONY FURNACE PITCH

Opie Shelton, the Chamber's executive vice president, doesn't normally handle routine telephone calls. On the other hand, anyone asking for the manager, or the general manager, or the boss, gets him on the phone. It isn't always nice.

This was a record month. Some people insist, incredibly, that the Chamber has something to do with the weather (see editorial). So he gets a call which begins: "I suppose you know it's raining again?" That always means trouble, and usually gets this reply: "Just a minute." (Short pause while he peers out window.) "By golly, you're right. It is raining again."

One man in a downtown building thinks the police are conducting a whistling campaign against him. He called the Chamber, naturally, asked for the manager, and got Shelton. Then he laid it on the line; it was clear to him, he said, that Shelton was personally responsible, with the police, for this vicious campaign, and he wanted it stopped. Shelton's reply: "By golly, you're right. It is raining again."

Not really. He talked to the gentleman, advised he take the matter to the police and, after an agonizing period of more conversation and more accusations, finally hung up.

Another example involved furnace salesmen. The Better Business Bureau called one afternoon last week to report that furnace salesmen were telling their prospects that the Atlanta Chamber of Commerce sponsored them. The story went like this:

The sales organization worked out of a "boiler room" or "telephone room." They'd call and say, "This is so-and-so of such-and-such Furnace Company. The Atlanta Chamber of Commerce is sponsoring us in a safety campaign and they've asked us to come out there right away and check your furnace."

We don't know how many people fell for such a line, but one woman balked. "Why did the Chamber recommend you?"

"Well," said the super-salesman,

"they checked their list of members and found we had the highest Dun & Bradstreet rating. The other two members (who sell furnaces) don't do good work, so they can't recommend them."

The prospect said she was going to call the Chamber. "Okay," said the salesman, "I'll call back after you've talked to them."

While the prospect was looking for our telephone number in the directory, the phone rang again. "This is Mrs. Parker at the Atlanta Chamber of Commerce," said the caller. "I understand you wanted to talk with us about such-and-such Furnace Company." She went on to spout the same lies about D&B ratings and other things which the Chamber was supposed to have considered in its recommendation.

There is no Mrs. Parker in the Chamber, of course. And the Chamber doesn't recommend one member over another. Shelton finally got the super-sales force on the phone and stopped the calls. But, for the record, if a salesman says he is recommended by the Atlanta Chamber, call the Chamber or the Better Business Bureau. It isn't so.

#### ON THE COVER

The brawny young giant on this month's cover was designed by Robert Benton, art director of ESQUIRE magazine. Given



the assignment of illustrating Atlanta's industrial growth and future on a cover, his offering clearly accomplishes the job. The flexed muscles and energetic vigor of this young worker demonstrate the qualities which have made us the South's leading industrial center. Benton's ESQUIRE covers and layouts have won every award in sight.

Two other famous names have scheduled covers for us — Jerome Gould and Saul Bass. Gould, an eminent designer with a national reputation, has submitted a cover which will be used in the fall. Saul Bass (movie title on Man With The Golden Arm, Exodus, Around The World In Eighty Days, etc.) will do a cover for ATLANTA in the spring.

#### THOUGHTS ON TEXAS MONEY

At a question-and-answer session following a speech the other night, an editor became involved in a discussion of the relative merits of Atlanta as compared to Dallas, Texas. He expressed his belief that, while Dallas is booming and progressive and prosperous, Atlanta will soon catch and pass the city in size and importance. When? Well, the editor didn't want to speculate on that, but he did point out that Atlanta, now in the formative years of its boom, is remarkably similar to Dallas of 1953-55. Atlanta now stands in almost the exact same position as Dallas occupied during those years.

People can't talk about Texas without talking about money. Someone, rationalizing the situation, made the remark: "Dallas has so many millionaires, their economy just naturally blooms." Put bluntly and plainly, nothing could be further from the truth. Dallas does have a great many millionaires. And, theoretically, it takes only one or two Hunts and Murchisons (combined wealth: about 21/4 billions, according to news reports) to beef up an economy. But it just doesn't work that way. H. L. Hunt and Clint Murchison, to choose only two, don't invest their fortunes in Dallas, Texas; nor do they earn and accumulate them there. Neither does Leo Corrigan.

Where do Dallas entrepreneurs invest their money? Look around. The Bank of Georgia Building is owned by Leo Corrigan. Of Dallas. So is the Fulton National Bank Building. The Georgia Power Company leases its magnificent new building from Henry C. Beck, the builder. Where does he live? Dallas, Texas. Dallas interests just announced plans to construct two 17-story buildings opposite Lenox Square. George Dahl, a familiar name in his hometown of Dallas, has scattered real estate interests here. So does Charles Sammons, another Dallas entrepreneur.

And, another thing—where do these men keep their cash? Some of it, obviously, is in Dallas banks. Some of it, though, and just as obviously, is in Atlanta banks.

Though they contribute mightily to its legend of great wealth, Dallas millionaires didn't make Dallas great. Dallas people make it a great city. The same thing is unquestionably true of Atlanta.







#### Chamber Pot-pourri

#### A SITE FOR THE STADIUM

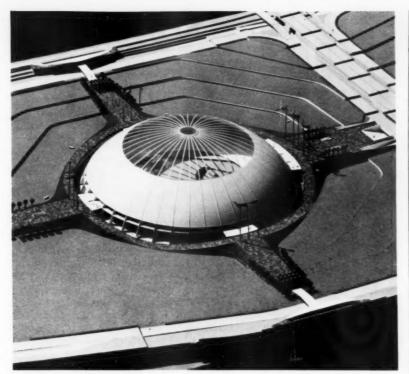
Arthur L. Montgomery, president of The Atlanta Coca-Cola Bottling Company and chairman of the Chamber's Stadium Committee, showed up at the regular board meeting last month with a long-awaited, much-discussed, oft-forsaken proposal for the city's first all-weather stadium. Speaking for the committee, he offered the first concrete plan ever devised for the city. It's concrete — and exciting, as evidenced by major stories in the newspapers all last week.

The stadium, completely air-conditioned, will seat 55,000 persons and will include restaurant facilities, parking facilities (for 14,000 cars), exhibition halls, club facilities, and a number of features which were unexpected. Total projected cost: \$15,500,000.

The Chamber committee recommended the old James L. Key Golf Course as the best site for the new stadium. Several other sites – the Central Air Rights area, the South Urban Renewal area, Lakewood Park, Buttermilk Bottom area, and East Cobb County – were considered and, for one reason or another, rejected. The last three – Lakewood, Buttermilk Bottom, East Cobb County – were eliminated because they wouldn't be accessible by rapid transit. Key was finally selected because it was hardest to eliminate.

The critical factors in the selection were (a) Is it accessible by rapid transit? (b) Is it so located as to allow quick access from the areas of mass population? (c) Will there be 100-150 acres of land for parking facilities? (d) Will the neighborhood be adversely affected by the light, noise, and traffic generated by stadium activities?, and (e) Can it be developed in time for Atlanta to take advantage of upcoming opportunities (such as major league baseball, bigtime football)?

The James L. Key Golf Course, after considering all factors, was, as we said, hardest to eliminate. That doesn't make it a perfect location in the eyes of the committee, but a good one, and the most desirable of those sites available.



#### HARRIS APPOINTED FINANCE CHAIRMAN

Byron P. Harris (of A. M. Pullen & Company) has been appointed chairman of the Chamber's Public Finance and Taxation Committee. He succeeds James H. Wilson, Jr., who remains as a committee member. The committee maintains a continuous study of fiscal, tax, and budgetary matters at all governmental levels, with particular emphasis on Atlanta and Fulton County affairs.

#### FORWARD ATLANTA MOVES ON, DRAWS ATTENTION

There were fifteen meetings of Forward Atlanta volunteers in the past month. Enthusiasm continues to run high and Atlantans have already invested more than \$1,200,000 of the million-and-ahalf required to complete the program. It now appears that the goal will be reached by the end of September, as originally anticipated.

The spirit of the thing seems to be spreading west. Al Altwegg, business editor of the *Dallas Morning News*, was in town recently, and was "impressed." As soon as he returned to Dallas, a

major story appeared in his newspaper, accompanied by pictures of the Bank of Georgia Building and the Georgia Power Building. The story began: "There's a new spirit sweeping Atlanta, the Atlantans say, and they like it." Well said, we think.

#### MORE ON REAPPORTIONMENT

Last month, this department reported on the progress of the Atlanta Chamber's drive to apprise the Legislative Reapportionment Study Committee of this area's interest in the subject. Rep. Frank Twitty, chairman of the committee, had expressed disappointment at the apparent "apathy" of citizens regarding this important study. Frank Shackleford, chairman of the Chamber's Local and State Affairs Committee, opened up a drive to assure Rep. Twitty of citizens' interest. The Camilla legislator now reports that more than a thousand letters have been received from citizens expressing great interest in the study. Letters should be addressed to Rep. Frank Twitty, State Capitol, Atlanta 3, Georgia.

continued on page 35

# going places?



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GEORGE W. WEST, JR., PRESIDENT

#### Letters to the Editor

BEING A SOUTHERNER

Dear Sirs:

The July issue of ATLANTA is the best yet. You have added a new high to the superior quality of your magazine. Thank you for sending me one.

How right you are. Being a Southerner these days does, in fact, put a fellow to the test. Today, and tomorrow too, those of us who were born and bred as Chattahoochee River Southerners are facing a challenge which will, indeed, test our metal.

Challenge though it be, it is fraught with opportunity for creative accomplishment. Were it not for the problem, there would be no opportunity.

In the course of your honest-to-goodness soul search, see, if you will, the vast potential which awaits us only if we measure up to the responsibility of raising the economic, intellectual, civic, and moral values of those we seek to serve. In this endeavor we must, at every opportunity, encourage forthright, open-minded, and affirmative leadership in politics, business, and in our feligious activities in order to give direction and purpose to our efforts at problem solving. See, if you will, our vast and dormant waste-lands of land and mind which are crying to us for development. Please realize, and encourage those around you to realize that we can never solve our problem so long as we maintain the present low level of average education. With an average of eighth grade education for our white people in Georgia, age twenty-five and over, and an average of 4.9 grades for our colored friends, we should take action now to elevate that level. Only by so doing can we hope to supply trained management people for an expanded industrial growth. See, too, if you will, the need for us to replace emotional hysteria with reason and agitation with truth. Then, and only then, can we expect to take action based on enlighted thinking. Let us seek the truth by rational appraisal of ideas and test it by openminded discussion in the market place of ideas. Let us see that we cannot move forward or upward so long as we continue to look backward with wishful thinking and immature worship of a past that is dead and gone.

Let each of us ask ourselves, "Why am I afraid to face the issues of our day, and to speak out affirmatively and boldly in behalf of what I believe?"

Should we continue indefinitely to hide our faces from the light of day, with craven souls and fearful, or shall we meet the tests which come our way with resolute heart and cheerful?

The most sublime endeavor to which we, as Southerners, can commit ourselves is to concentrate our thinking, talking, direct our efforts toward resolving this unholy tumult that has lately arisen among us.

Only by the exercise of the democratic processes of honest inquiry, frank, open, and bold discussion may we hope to do so. In such an undertaking, let us be rereminded that,

"Great minds seek and discuss ideas.

Broad minds discuss events, and
Only narrow, closed minds discuss people."

Mr. William James said of Ralph Waldo Emerson, "... there ever shone from him the effulgence of the Universal Reason. The great Cosmic Intellect terminates and houses itself in mortal man and passing hours. Each of us is an angle of its eternal vision."

Let each of us as Southerners ask ourselves, what is the scope of my angle of vision? How broadly do I reflect the divine intelligence with which my Creator endowed me? Or, am I neglecting to focus my intellect, reason, and action in the positive quadrant of our Southern life?

Carry on sir, for the Atlanta area and the Southland that she leads and serves. There is magic in believing and doing. And there is gold to be found in leading us on to the higher levels of human value in commerce, politics, industry, and ethics and intellect that only affirmative action can attain.

JULIAN M. LONGLEY Industrial Consultant, Southern Regional Council



Dear Sirs:

The July issue of ATLANTA was slapped down on my board yesterday — and snapped me to attention! My outcry soon had the entire design staff clustered around me and they all agreed: An extremely handsome product. Reading through some articles sustains our first impression of high style with substance. Congratulations to you and your Art Director and Staff.

HENRI V. JOVA
Abreu & Robeson, Inc.
Atlanta

Dear Sirs:

The city of Atlanta has a wondrous future and we who are proud of its advances to date feel an air of excitement over what is to come. With ATLANTA MAGAZINE the excitement of the future focuses dreams into reality.

ROBERT L. MARCHANT

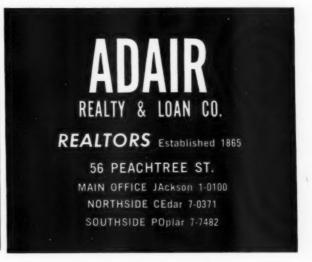
Wall Street Journal

You have certainly done a wonderful job in expanding the size and scope of this magazine. In my estimation it holds first place among similar magazines published by other Chambers throughout the country.

GEORGE E. SCHNEIDER New Orleans Public Service, Inc. New Orleans RESIDENTIAL SALES
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#### What's Your Category?

I see by the papers that the John Birch Society is planning to place all Americans into neat categories, listing us as to whether we are liberals, socialists, communists, or, presumably, conservatives. Golly, that is going to be quite some task. In an effort to be helpful so far as I am concerned I have been struggling to find out which of these categories fits me. The socialist and communist categories can be dispensed with immediately. Neither describes me. So that leaves only the labels of liberal and conservative for me to decide between.

But after giving this matter great thought and consideration I have come to the conclusion that I don't know whether I am a liberal or a conservative. Don't know when I have been so confused. On almost every major issue that arises the confusion increases.

Take a look at some of the decisions I have had to make. Education, for example. For as long as I can remember I have been urging greater support for public education at every level, plus adequate salaries for qualified teachers. But it has always seemed to me that the closer public education is to the people the better the education is. So now when so many of our governmental leaders and even some of our Georgia educators say that we can have good education only if the federal government pays for it, I become bewildered. If I believe that we here in Georgia are willing and able to pay for our own public education and thus maintain control, does that mean I am a conservative?

And take foreign aid as another. So long as we have an extra grain of wheat or an extra stitch of clothes and there is a hungry or cold person in the world I would like to share with him. Does that make me a liberal? But on the other hand it irritates me to see any part of my tax money paid out in tribute to the rulers of countries living under the

iron hand of a dictator or worse. Do I then become a conservative?

And take medicine and health care. Being a liberal I don't want to see anyone ever denied the best health care that modern science can provide. This would include free hospitalization and medicine to those who, because of no fault of their own, are unable to pay. But danged if I want an all-powerful federal government telling me which doctor I must use and when and to what extent I am to be sick. Is that ultra-conservatism?

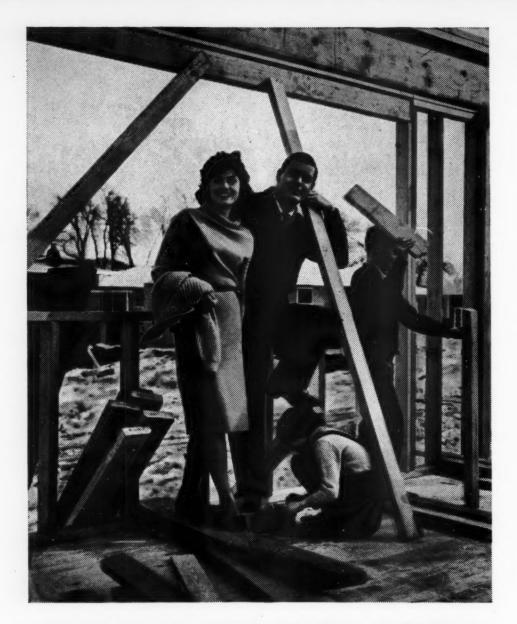
Then there's labor legislation. Having once been fired from a newspaper job because of union activities, surely I must have been a liberal, at that time at least. But for organized labor to suddenly become more powerful than the government, able to scoff at law and order and to get away with it unscathed, makes my blood boil. Conservatism, I guess.

Even on issues which appear basic I am confused. It always seemed to me that the legislative, judicial and executive departments of government were limited in their areas of responsibility, and for good reason. So now when I see the judicial interpreting the laws to suit its own peculiar personal conviction, the executive branch enacting law by executive order and the legislative raising no voice of protest, then heck, I begin to wonder.

Maybe it's just that labels have all gotten mixed up here of late. We liberals try to equate all of our actions with progress, while we conservatives let them get by with it for fear that someone will equate our actions with stagnation.

Yep, I am confused. But not so much so that I wouldn't know who to follow if I had to choose between, say, Senator Hubert Humphrey and Senator Barry Goldwater.

Sorry, Mr. John Birch Society. I can't help you. Categorize away.



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#### ATLANTA EDITORIAL

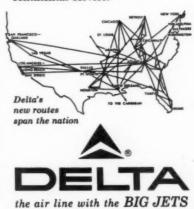
WHATEVER ELSE ATLANTA MAY FIND WRONG with itself, one of its faults will not be proved to be a lack of courage. The "Forward Atlanta" campaign would have never been possible in a city afraid to submit to a minute examination. Some people avoid physical checkups for fear that the doctors might find something wrong. Some cities are just as shortsighted. The "Forward Atlanta" campaign is taking Atlanta apart, piece by piece, searching for defects that need correcting. Once the repairs are made, back go the pieces, this time forming a much stronger and a much healthier city. The examination is not only revealing the defects, but the strong points as well. Also, you can't accuse Atlanta of civic hypochondria, since this is the first time in about 33 years that the city has submitted to a thorough checkup. Quite frankly, all of the findings so far are tremendously encouraging. The worst defect to evidence itself so far has been a mild case of complacency. Even that was in its early stages and can be cured without too much trouble. The prognosis is excellent. Atlanta's muscles are young and wiry, her ability to absorb and assimilate has never been better, the ugly blotches on her face are beginning to disappear, her mental condition shows her to be sharp and alert, blood pressure is normal in spite of agitations which have killed off many another city, and everything points to a long and healthy life. We are taking our medicine, the bitter with the sweet, and we feel fine, brother, just fine.



ALL ABOUT THE WEATHER — These age-old wheezes which attempt to relate Chambers of Commerce with the weather have got to go. Too many people don't seem to realize it's all just a gag. When Atlanta darned near floated off the hill during the Spring rains, we had call after call, asking what was wrong with the weather. Actually we haven't the faintest idea. Some of you swear it's because of nuclear activities. Some blame it on space activities. Some accuse the Communists of a dastardly new weather war. All of you may be right. In the future, if you want weather information, or if you want to expound on your own pet theory of "what's causing it," please, pretty please, don't call the Atlanta Chamber of Commerce. Weather is not just a local matter. Call the Georgia State Chamber of Commerce (MU 8-4401). Perhaps they can help.



Following Gen. Forrest's maxim, Delta was *first* in the world with DC-8 and Convair 880 — went on to provide the *most* jets over its principal routes — now spans the nation with a new Southern Transcontinental service.





The new State Docks at Brunswick.

#### where new industries like to drop anchor

THE COMPASS has 32 points, and from most of them industry is coming to Georgia, to see, to study, to settle and to succeed. Even where the Atlantic bounds our state, the trade winds are rising and stirring our ports to greater activity.

Georgia is growing—in all directions. In the first six months of this year, 35 new manufacturing and processing plants\* were located on Georgia Power Company lines, and 27 industries expanded their facilities. These new industries and plant expansions represent an addition of over \$22 million in capital investment, nearly 4,000 jobs and more than \$10 million in annual payrolls.

The Georgia Power Company coordinates its efforts with state agencies, chambers of commerce and other business concerns in promoting industrial progress. The common goal is a brighter future for Georgia and all its citizens.

\* Each industry represents a capital investment of \$50,000 or more and employs 10 or more workers.

A CITIZEN WHEREVER WE SERVE

GEORGIA POWER COMPANY



Atlanta: Industrial Center of the South

#### Atlanta: Industrial Center of the South

by Virgil A. Hartley

In 1889, just a scant 70-odd years ago, Atlanta's Henry W. Grady made a speech describing the funeral of a Pickens County man and sadly pointed out the lonely fact that the poor "one-gallus fellow" had nothing from his homeland to carry into the next world except the "chilled blood in his veins and the marrow in his bones."

In 1889, it was indeed the sad truth that a man buried in Georgia had to have his tombstone imported from Vermont, the nails in his coffin from Pittsburgh, his coffin from Cincinnati, his laying-out clothes from New York and Chicago and the fabric of his coffin bands from the textile mills of New England.

In that year of 1889 — when the curse of Reconstruction still hung heavy over Georgia and the rest of the South — nothing could have been truer of the South's industry than Grady's statement that "the South didn't furnish a thing on earth for that funeral but the corpse and the hole in the ground."

Grady — because of his vision of the New South and the future of his home town of Atlanta — would probably not be surprised if he could look at Atlanta's industry in 1961. But it is certain he would be pleased — up to a point.

When the time comes now for a man from Pickens (or Fulton, or DeKalb, or any other Georgia county) to bid farewell to this world and his homeland, there's no reason why he has to depend on any other section of the country for all the items he needs for his burial. Tombstones? There are in Atlanta more than 25 firms specializing in marble and granite monuments. Nails? One of the nation's largest manufacturers of nails and similar products is a home town steel mill. The coffin itself? Atlanta has four large casket manufacturers. His last suit and shirt and shoes? Any of a host of Atlanta factories could supply them.

Grady's figure of speech about the funeral of the man from Pickens County might have been appropriate for the closing years of the nineteenth century, but it strikes a false note today; Atlanta's industry in 1961 is much more concerned with life and vitality than with death. Grady's "New South" has become a reality, and the reality is most evident in the capital of the South, Atlanta. A recent directory of manufacturing and assembly plants in the Atlanta metropolitan area (Price: \$1.00), published by the Atlanta Chamber of Commerce, lists a myriad of industrial plants - from the AAA Battery Manufacturing Company to the Zonolite Company; and the list was out of date the day it was published, since every day sees new plants added to the roster.

No other major city in the United States has quite the same history of growth as has Atlanta;

none other has grown in quite the same way and for the same reasons. Of the 24 top cities in the country, 17 developed because of direct access to waterways. Two others developed because of their close proximity to New York City. Washington attained its size because of its position as the nation's capital.

The four others — Atlanta, Dallas, Kansas City and Minneapolis-St. Paul — are all inland cities, and should have had the same reasons for economic growth. But even in this company of inland cities, Atlanta holds a unique position. Each of the others has developed because of a limited number of economic factors: Dallas was built on a base of oil and livestock, Kansas City on grain and livestock, Minneapolis-St. Paul on grain. In later years, each of these cities experienced an expansion in the diversity and versatility of the industrial base, but their economy still ultimately depends on the historical factors.

Atlanta, on the other hand, is now, and has always been, the crossroads of a regional economy—a crossroads which has always incorporated into its own economic life the elements of the economy of the Southeast. It has been said that the history of Atlanta's industry has followed the history of the increasing industrialism of the South. As the central city—in a geographic, economic and cultural sense—the role of Atlanta has never changed with respect to the region which surrounds it; only the region has changed.

In this sense, Atlanta is almost a perfect picture of the ideal city — a city which is dependent on the surrounding region and which in turn leads and feeds that region.

During the early history of the city, the whole of the Southeast was a vast agricultural plantation, and Atlanta occupied the position as the most important center of distribution for the products of this plantation to the north, and for the products of Northern factories and mills to the South.

The first real industry to be established in Atlanta was a natural outgrowth of its central location in the middle of the South's cotton fields. When the Industrial Revolution of the mid-nineteenth century began to take hold in the United States, the first textile mills were located in New England — mainly because of the ready availability of wool, labor and machinery. It was not logical, however, for cotton mills to be centered in any section but the South, and the first effort Atlanta made to capture new industry was in the cotton textile field. The effort was a big one. Three large fairs in the last 20 years of the century — the Cotton Fair and Great International Exposition in 1881, the Piedmont Exposition in 1887 and the Cotton States International

Exposition in 1895 — opened the doors of large industry to Atlanta and established the city as the undisputed leader in the Southeast. The first large textile mill in the area — Exposition Cotton Mills — was formed specifically to occupy one of the buildings of the 1881 fair.

And other heavy industry in the early part of this century was just as closely tied to the total economy of the region as were the first textile mills.

Some of the pioneers in Atlanta industry which are still around, however, did not come into being and did not achieve their success strictly because of the location of the city. The most famous — the Coca-Cola Company — is an outgrowth of the experiments of an Atlanta druggist, John S. Pemberton, and the merchandising genius of Asa Candler. The extraordinary history of the success of Coca-Cola is not necessarily a part of the industrial fabric of Atlanta, although it is certainly one of the brightest threads running through it. The same success story could have been written in any American city.

The history of Atlanta's growth as the industrial center of the Southeast is a long one and is filled with details and complex ramifications. To be sure, there are specific landmarks: the production of Atlanta's first Ford Model T in 1915; the building boom of World War I; the establishment of the Bell bomber plant (later Lockheed/Georgia) in the early years of World War II; the establishment of both the Buick-Oldsmobile-Pontiac and Ford assem-

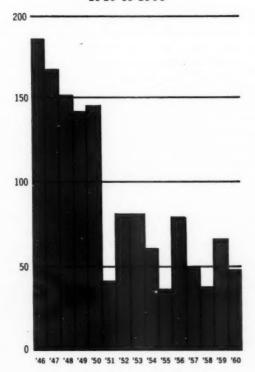
bly plants in the 1940s; and just recently, the opening of the Crown Cork and Seal plant in the southern part of the metropolitan area.

One of the most significant advances ever made in the economy and industry of Atlanta was during the latter years of the 1920s. It is not coincidental that this tremendous surge forward in building and the establishment of a host of new industries came at the same time as the Atlanta Chamber of Commerce's first FORWARD ATLANTA campaign, a four-year, \$700 thousand campaign which ended in 1929. Some of the city's most valuable industries and businesses came to Atlanta during these years, and many close observers of the Atlanta scene say the expansion of these years was the real beginning of modern industrial and commercial Atlanta.

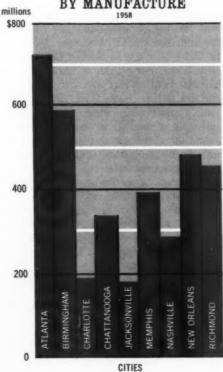
But then and now, the history of Atlanta's industry has followed the pattern begun in the days following the Civil War: the location of the city as a distribution center for the entire Southeast eventually leads to the establishment of manufacturing plants to serve the markets of the region. If there is one single fact which can be said about the history and the future of Atlanta's industry, it is that most industrialists come to realize that the center of the market and the center of the market's transportation is logically the best center for manufacture.

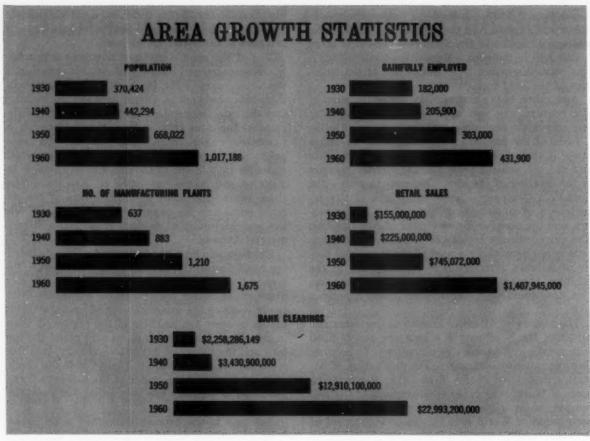
But this is the process concerned with out-oftown concerns coming to Atlanta from the outside

#### NEW INDUSTRIES ESTABLISHED 1946 to 1960









world. Many of the strongest manufacturing industries in Atlanta have not come into the city from outside; they had their beginning here, have expanded here, so that today their operations extend throughout the region and sometimes throughout the nation and the world. A survey made by the Industrial Bureau of the Atlanta Chamber in July of this year listed more than 30 large and important companies dealing in manufacturing or material converting which have their headquarters in Atlanta and branches elsewhere. (This total does not include a large number of firms dealing in distribution and services, such as insurance companies, truck lines, retail chain stores, railroads, etc.)

But statistics cannot tell the whole story. For many years, it was easy for an Atlanta resident, when questioned about the major commercial aspects of his home town, to say the economy of the city was based on transportation and communications. He could even say the picture had hardly changed—in a relative sense—since the founding of the city; Atlanta was built on a base of transportation and had remained so for nearly a century. He could glibly say that transportation still employed more people than any other industry and paid many of the bills for Atlanta residents.

As the years move inexorably into the '60s, however, and as the city takes on a more mature look, the picture is not so easily assessed. It is true that the location (that over-riding consideration) of the city has not changed and that it still is the geographic and economic center of the Southeast. But today, it is no longer true that transportation employs the majority of Atlanta workers. Even now, some time after the fact, it comes as a shock to many Atlanta businessmen that manufacturing has overtaken the giant of transportation and is now the single largest employer in the Atlanta area.

It was not long after the city was proclaimed to be one of more than a million residents that perceptive men began telling the city planners, the city fathers and ordinary citizens that Atlantans must begin thinking like the people of a big town. There are advantages in being big, they said, but there are also responsibilities to be faced and problems to be met head-on and solved.

In 1889, Henry Grady could take an isolated event — the funeral of a Pickens County man — and demonstrate the sad plight of the South's industry. The task of self-analysis today is not such an easy one, but Chamber leaders were determined not to be put off with the mere difficulty of the task. Anyone familiar with the affairs of Atlanta knows that the Chamber has essayed the task and is now well into the first phase of a three-year program of probing and hitching up the belt.

#### Ga. State + business curriculum ÷ people = D.B.A.

To many businessmen, the academic activity of the colleges and universities of their city often seems far removed from the hustle of the marketplace, but fortunately for them, the academicians themselves are not as prone to ignore the potent effect teaching and learning always have on the total community.

And fortunately for the Atlanta business community, the men of Atlanta's Georgia State College of Business Administration have always been very much aware of the tremendous effect their activity can have and very much aware of the responsibility imposed upon them to make certain their activity exerts the best possible influence on the life of the area.

The responsibility has been met well in the past (particularly in the last several years), but announcement came in July of one of the boldest and most responsible steps in the history of the 46-year-old institution—the beginning of a program leading to the degree of Doctor of Business Administration.

"We hold a unique position in the Atlanta community," says Dr. William Rogers Hammond, Dean of Graduate Studies, "and we have felt for some time that the offering of a doctoral program was essential if we were to continue to fulfill our responsibility to the business and academic community of the area."

Those whose job it is to look sharply and closely at the economics of the Atlanta scene have recently been warning that one of the most serious problems the community now has to face is the alarming out-flow of educated and trained men and women from Atlanta and Georgia. They cite as one of the best remedies for this situation an increased emphasis on teaching young people the essentials of business and industry. And this is precisely the objective of the Graduate Division of Georgia State's School of Business Administration: "The primary objective of the graduate program is to prepare men and women for positions of administrative responsibility in business, government and other organizations."

Dr. Hammond, a holder himself of a D.B.A. (from Indiana University), added that the College had not petitioned the Georgia Board of Regents for the authorization of the degree before this summer because it was considered essential to meet certain conditions before the school was ready to offer the program.

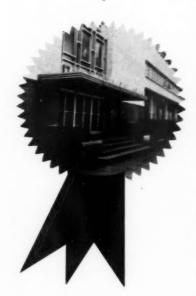
"Specifically, we knew we had to have a faculty which was professionally well qualified and effective, both in teaching and research; the assurance of capable and well motivated students; programs for lesser degrees which were soundly conceived and soundly administered, and finally, adequate library collections and holdings. We have all these elements present now in the School of Business Administration and in the College of Arts and Sciences."

The quality of the faculty of the School of Business Administration is perhaps the best indication that the doctoral program will be a success; the faculty is, indeed, the most substantial in its field in the entire South. Out of a total of 49 faculty members in the School of Business Administration, 41 hold academic degrees or other credentials considered "terminal" in their field; 34 hold either doctorates of philosophy in business or doctorates of business administration.

With the addition of the program leading to the doctorate of business administration, Georgia State becomes the first institution in the South offering such a program. However, other Southern schools – LSU, Tulane, and the Universities of North Carolina, Florida, Alabama, Texas, Arkansas and Mississippi – do offer the doctorate of philosophy in business. Most of the institutions offering the D.B.A. are concentrated in the Northeast and the Midwest.

As newsworthy and exciting as the new program is, the real significance of the additional degree lies in the solidarity of Georgia State's programs leading to lesser degrees.

"Without the solid foundation of the academic programs leading to the Bachelor and Master of Business Administration, we would not be able to offer this new program," Dr. Hammond says. "We expect a large part of the candidates for the doctorates to come from the ranks of students who have completed their work here for the degree of Master of Business Administration."



Atlanta's future in a unique way

it is riding three tides at the same time

it has the makings of a new kind of city...

but the question is: when tomorrow comes,

will Atlanta just be big, or will it be great?

where does Atlanta go from here?



By Philip Hammer. The future of Atlanta is one of the most exciting ever faced by an American city. Twenty years from now the old-timers will prop their feet up on their atomic heating units and say, "Whew, what a sleigh ride."

It is not just growth I am talking about, or bigness, or new landmarks over the countryside. It is Atlanta's future as capital of a region in profound change. It is its role as one of the dozen or so "national cities" that will light up America at strategic points. A sleigh ride the next 20 years will be, indeed.

Behind this vision are the hard facts of economics. Atlanta's tomorrow is being clearly fashioned in new forms and new dimensions — bigger, bolder, different — by three sets of economic forces: 1) the rapid transformation of the Southeast from an agrarian to an industrial economy; 2) the sharp pace of technological change in the U. S. economy through the "second industrial revolution"; and 3) the new patterns of locational mobility — in people, plant, polis, and post office — which are re-casting the nation's economic structure over the landscape.

Aren't these same forces affecting other cities?

Certainly — but not quite in the same way or with the same magnitude that they are affecting Atlanta. The hand of history is shaping Atlanta's future in a unique way. She is riding three tides at the same time. This fact has far-reaching implications. It will influence everything she does and how she does it in the days ahead.

Most people know about Atlanta's historical role as the nerve center of the Southeast — we have not forgotten Sherman's reminder 100 years ago. Most people also know that the Southeast's economy is sharply on the way up. However, few of us recognize the depth of the economic changes taking place in the region and the new role that Atlanta is playing as a part of the new economy.

It is not presumptuous to say that 25 years ago we would list the share-cropper, hookworm and the boll weevil among the major problems of the Southeast. Today we are talking about factory sites, power plants, water and sewer systems, port facilities, expressways, bond issues, urban housing and airports. A deep-rooted agrarian economy has been torn apart. We are replacing it with the makings of an industrial society.

Philip Hammer is an economic consultant and is president of Hammer and Company Associates, with headquarters in Atlanta. The firm's clientele includes some of the nation's outstanding business and financial institutions, as well as public agencies. Several years ago Hammer and Company Associates was selected by a special committee of the U.S. Senate to make an economic study of the nation's capital city. A recent assignment was a study of the potential economic impact of a major new jet port in the New York area.



Nothing like this regional transformation has ever happened before in the nation's history. The fact is, of course, that the Southeast was substantially by-passed by the first industrial revolution that swept westward from the Atlantic Seaboard to the Great Lakes. Hundreds of thousands of Europeans were brought in to run the machinery in new plants and factories. Huge cities took shape. All the while, the Southeast with its unemployed and underemployed labor sat off to one side. It was strapped to a hand-labor economy which could produce only a subsistence living for most of its population.

The Southeast's agrarian economy did not completely lack industry, of course. Textiles gave employment to hundreds of thousands and there were other important industrial sectors such as furniture, tobacco, lumber and apparel. There were also some important industrial cities, such as Birmingham and Chattanooga.

But the existence of these industries itself highlighted the region's overwhelming dependence upon agriculture, and small-farm agriculture at that. There is no question that the economy was overwhelmingly agrarian; industrialization did not come close to providing enough jobs for the people who needed them. Large-scale out-migration and widespread poverty were both chronic elements in the economy.

The vivid story of the recent breakthrough is fairly well known — the impact of World War II, the southward surge of post-war plants to reach the new cash market, the unprecedented migration of people from farm to city, the new plants attracted by the region's human and natural resources. It is reflected in all of the indexes of change — the statistics on the Southeast's rising productivity, per capita income, tax values, urban population and so on.

The big story of the change is not the statistics, however. It is the story of the transformation in the basic nature of the economy. The Southeast is now over the hump — a completely new complement of economic activities is being developed. Within a few decades, the Southeast is trying to compress a century's progress in industrialization and productivity. It is this fact that every Southerner should remember when he starts to feel nervous about the region's vexing "problems"—we've got 'em, brother,

but they sure do hurt good.

In the middle of this economic boiling pot sits Atlanta. For a century it has been a key city of the Southeast because of its strategic geographical location. Its traditional role was as a distribution center. It channeled money and goods back and forth between the agrarian economy and the rest of the country. It developed some industries of its own, but not many. It was essentially a pipeline in the regional economic apparatus.

But Atlanta's traditional role and its current role in the region are two entirely different things. To-day Atlanta's key position is based not upon the logic of strategic location, although this is still an essential element. It is based rather upon a new set of essential functions in an increasingly complex industrial structure — the "central work" functions of business, industry, finance and government that cannot be duplicated anywhere else.

Under the impact of industrialization, other cities in the Southeast are also growing by leaps and bounds. Some are growing faster than Atlanta, some slower. But no other city in the region occupies or duplicates Atlanta's role as spark plug, catalyst, generator, service center, financier, clearing house, trading point, policy maker and pace setter for the region's new economy.

The significance of this fact is tremendous. Nearly every new development that takes place in the region's industrial economy has some direct implications for Atlanta. A new plant in South Georgia, Alabama or South Carolina is likely to generate one or two new jobs somewhere in Atlanta's complex of supporting activities. The current also runs the other way — the highly articulated Atlanta complex provides skills, services and resources that support and stimulate the industrial changeover of the region.

People still ask, "What generates the demand for all the new office space, the new plants, the new homes in Atlanta? What is behind the in-migration of people, the new investment?" The answer is clear: the brand-new economy of the Southeast. Will this growth continue? Indeed it will — the process of transformation in the Southeast's economy has only begun. The fabric of the region's new industrial economy is only beginning to take shape. A tremendous variety of economic activities — new

continued

types for the region — are yet to be introduced. These will generate more jobs, more investments, more profits and more wealth.

Beyond the region, there are other powerful economic forces affecting all cities. Atlanta is also directly feeling their impact. History will show, I believe, that we are now passing through the "second" industrial revolution. It is a period of rapid technological change, innovation and discovery. It is the period of new raw materials, new processes and new products, of applied research and automation. It is a period of increased worker productivity, increased family income, increased personal mobility and an upgraded consumer demand.

I'm not talking "onward and upward forever." The simple fact is that today the free-enterprise American economy is going through one of its periods of creativity and re-building. The forward thrust is far from over. A vexing sign of the basic changes taking place is the sharp rise in frictional unemployment reflecting the changeover in labor requirements.

This national economic revolution is at the heart of America's changing pattern of land use. With its steppedup productive efficiency and the increased importance of transportation costs in the final price of its product, U. S. industry has become increasingly "market oriented." This is a major cause of the urban population explosion - factories follow markets, both consumer and industrial; people follow factories; new service trades follow people. Plants, homes, buildings, schools, stores and churches cluster together in metropolis and push out into "megalopolis" nearby.

Another significant effect — not so general in its relevance but of particular importance to Atlanta — is the widespread introduction of automation into the control functions of American business. Far-flung industrial and trade activities are being deftly directed by remote-control electronic machines. At key points throughout America major concentrations of executive offices are developing from which trained personnel with high-speed equipment keep in touch with the nation's economic operations.

From its vantage point in the Southeast's new industrial complex, Atlanta is headed for new responsibilities in this age of centralized office management. It has already added more than 7,000,000 square feet of office space since the end of World War II. It has always been a "headquarters" city but the functions of the headquarters are changing. Atlanta is dealing with a new kind of economy and it has new tools with which to do its job.

Note also another factor affecting the kind of city Atlanta is developing - the historical timing of its growth to bigness. Unlike the cities that reached the half-million and then the million-mark 30 or 40 years ago, Atlanta is getting its size at a time of great mobility. Everything is on wheels. Physical expansion is mostly horizontal. Instead of piling people and buildings and plants on top of each other in the central core, instead of creating heavy close-in densities, Atlanta is scattering its million people over the broad countryside. The next million will be even farther out.

Atlanta has the makings of a new kind of physical city. There is not much precedent for it. The same forces of horizontal expansion are affecting all cities in America, of course. But in Atlanta the outward explosion and the breakthrough to bigness have come at the same point in time. Atlanta will avoid the central overcrowding that characterized most big American cities reaching the same size years ago. On the other hand, Atlanta is not likely to fall apart like Los Angeles — or at least it does not have to.

This fact has immense significance. Atlanta can combine the amenities of "small-town" living with the obvious advantages of metropolitan economics — jobs, diversity of services, business efficiencies. By good planning, it can ensure decent environments for its people along with the advantages of big-city specialization and economic opportunities. Central obsolescence is not so massive that it cannot be tackled.

There are some negative aspects of this timing, of course. The sprawling metropolis is tough to govern efficiently and its capital improvements are hard to finance. Expensive circulation networks must tie it together. Demands for outlying services must be balanced with tax resources in different government jurisdictions. A high degree of civic cooperation must be developed if the spreading metropolis — Atlanta will fall into 16 counties within the next two decades — is to work efficiently.

But the opportunities for a different kind of "big city" are ahead for Atlanta. The signs are clear. It is no coincidence that Metropolitan Atlanta has the largest geographical area of free telephone dialing in the world. It is no coincidence that its per capita mileage of expressways and freeways, when the projected system is completed, will be one of the greatest in the nation. It is no coincidence that Atlanta had one of the first metropolitan planning commissions supported entirely by public funds. These are all signs of a new kind of city.

So here we stand with: 1) a new functional role in a new regional economy; 2) new control responsibilities in a changing national technology; and 3) a new kind of physical land-use pattern. I challenge the man who says that Atlanta is losing its grip. I quarrel with the man who thinks Atlanta is on the defensive. I contest the proposition that Atlanta has lost its leadership.

We may need more leadership, but not because we are slipping. We need it to guide our growth, channel our progress and solve the problems that bigness and maturity have set before us. We need leadership to answer the critical question: will Atlanta just be big, or will it be great?

Something happens when a city gets big - size itself generates more size. It is a simple and logical process. A concentrated local demand generates and supports a new variety of specialized services and facilities. These specialized services and facilities then expand to serve broad regional markets. New secondary and tertiary activities spring up to serve the primary activities in the metropolitan area. New clusters or complexes of economic activities begin to emerge - for example, in medicine and medical care, in finance, in professional services (legal, advertising, accounting, counseling), in the arts, in technical and educational fields, in research. The existence of these specialized clusters then becomes a major magnet tipping the scales in favor of the big city for many types of

continued on page 36





(Third of three parts.)

#### Lockheed Looks to the Future: Atoms, Space, and Man!

by Sara Pacher

Two thousand years ago, when the Teutonic tribes were an obscure, primitive race and the glory of Rome was still far in the future, a struggle which continues today was already begun. Alexander the Great rode a chariot across the breadth of the world, leading armies which conquered or destroyed every human form which came across his path. It was a primitive, limited, minutely small world; it was a tiny world then, large only in the eyes of men

But in Greece, the race — a race for ideas and new knowledge — already begun, and the basis — out modern civilization was taking its form in new ideas. A handful of students assembled around the teacher, Aristotle, and explored the realms of natural science, discovering and discussing the effects of environment on life, facing the challenge, solving the problem, and moving on to another idea.

And, just sixty-odd years ago, when the rest of the Western world was contentedly plodding along in buggies and wagons, several men, independently of one another, were passionately pursuing individual ideas which they hoped would eliminate the horse, leaving the buggy, to power itself. At the same time, in other places, even more preposterous ideas were being expounded and tried. Some people in that crazy world were trying to fly, like a bird; a

man named Marconi was saying that people would soon talk across the ocean without benefit of wires; and even then, in distant corners of the earth, men searched for the cure for cancer and tuberculosis.

Today, with the moon growing steadily closer and the stars looking less and less remote, men's minds still work, and new ideas are still sought. Within a rifleshot of downtown Atlanta, designs are being made today which will enlighten and improve the life of man. These are the designs of Lockheed's idea men.

Lockheed/Georgia was, and is, the world's foremost designer and manufacturer of airlift vehicles. Lockheed has built fighters, bombers, reconniassance planes, combat transports, and a wide range of distinguished aircraft. Now, after two years in missile and space work, Lockheed/Georgia is coming of age in a new business.

Receiving three contracts from the Saturn missile program for the production of components, check-out equipment, and boosters, it is now making a research study of six-totwelve million pound thrust vehicles. These boosters are some three to five times as large as those now planned for man-in-space programs.

Last year the Georgia Division's sales on this Saturn project came to \$1 million. There is a possibility that it will be doing an annual \$50 million to \$70 million in this kind of business by 1970.

Other aero-space business completed or currently underway includes fabrication of Polaris nose cone fairings, flame shields for NASA, Typhon rocket cases for the U. S. Navy, and manufacture of Missile A sustainer motors used with the Army's 105-mm guns.

Lockheed/Georgia's versatile Special Products Laboratory is studying hydraulic and pneumatic systems to be used in space vehicles, and is producing four Lockheed-designed Mobile Environmental Conditioning Chambers for the U. S. Army.

This Special Products Laboratory does not keep its head in space, however. There are some down to earth problems to be solved, and Lockheed is busy working on them.

Take, for example, product distribution. Our manufacturing knowhow in this country has overrun our skill in getting products out of our factories, transporting them to warehouses, storing them, shipping them to retail outlets, and finally getting them to the ultimate consumer.

One of the fastest ways of doing this is by using air cargo, which until recently has been too expensive for large scale commercial use. Yet, the in-flight cost of air transport has been only about 20 per cent of the total shipping cost. The rest was made up of handling the cargo on the ground, loading it, unloading it, and so on.

With the Air Freight system Lockheed has developed, handling time for 7,500 pounds of cargo is cut from 23 minutes to four minutes. Under this system, shipments are consolidated into special cargo units, designed specifically for various types of aircraft and sized to ground transport standards. These units have been dubbed "cargo-capsules", and the capsules can be transported quickly and economically by a Lockheed-designed combination of elevators and conveyors to the planes.

These planes, which have grown larger and larger, have created their own problems. They have become too big to be easily reached by maintenance men—a complaint which prompted the Special Products Laboratory to design and build a new stand that enables workers to reach even the tip of today's modern high-tailed 'jetliners such as the 880, the C-130, the Electra, the 707, the DC-8, the DC-7 and the Constellation.

Projecting the workers 41 feet into the air, and capable of holding a weight of 750 pounds of men and tools, the "Verti-Stand" (a name which will be one of Lockheed's newest trademarks) is operated with air-pressure — requiring merely the amount that can be provided by shop air.

The workers may reach from the open-top basket and do inspection and maintenance work on any part of the aircraft, or they may lower some steps from one end of the basket and step onto the backbone of the airplane itself. This new Verti-Stand is so light it can be rolled into position by two men.

Lockheed/Georgia has also minimized, if not ended, traditional differences of opinion between the pilots who fly aircraft and the technicians who service them on the ground.

They have developed a unique air-

borne electronic trouble-shooter that detects and records the cause of "bugs" or "squawks" in the complex systems of jet aircraft as they speed through the air. This "MADREC" (Malfunction Detection and Recording) system evaluates the function of one, or as many as six systems at one time, producing the information on an oscillograph recording in the same manner that an electrocardiograph analyzes a patient's heart. It consists of a 50-channel direct readout recorder oscillograph, a group of black boxes called "AFCAN" (analog-factor calibration network) and remote controls operated by the bombardier or navigator.

In the past, in-flight discrepancies depended solely on the interpretation of the crew's complaints by the ground technicians and occasionally from past experience, which was both costly and time consuming.

To further the reliable performance of aircraft, an Avionics Laboratory has been established at Lockheed for the development and testing of antennas, radomes, electronic transmission lines and the components for high-speed and special mission aircraft of all kinds. At the present, aside from designing and locating the C-141 tail mock-up antenna, it is working on reliability tests for Polaris Missiles.

Lockheed's forte lies not only in improving on present systems, but in developing completely new ways of doing things. Their fixed-wing VTOL is a good example of this.

On short trips of around 200 miles, a traveler on a VTOL, which is a vertical take off and landing aircraft, would reach his destination quicker than a traveler on a jet transport who had to fight traffic after landing at the airport. The jets travel 500 miles per hour while the VTOL craft would average only 100 miles per hour, but the jet traveler loses 30 to 45 minutes at each end of the line, getting to and from airports, while the VTOL would take off and land at downtown locations

This and other strange looking aircraft that are under development now would have caused wonder and probably ridicule a few years ago, but today they are accepted with a blase attitude that enables people to discuss a man on the moon with the same excitement that they used to

continued on page 46

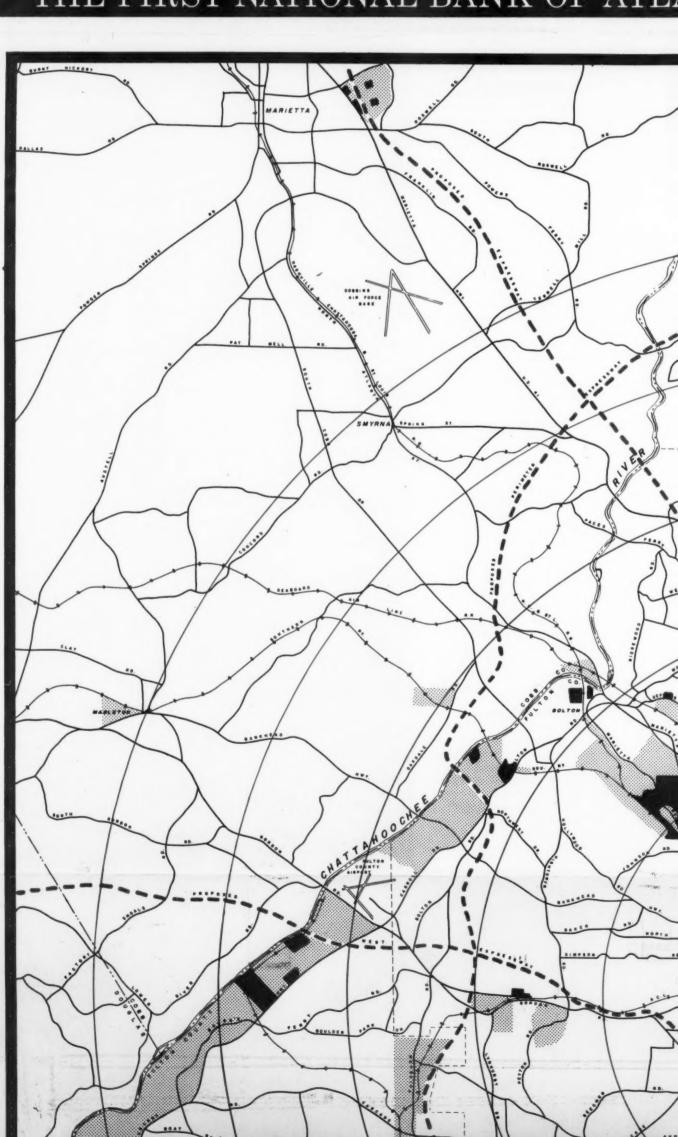


MAP OF

# ATLANTA, GEOR

INDUSTRIAL SITES RAILROADS
EXPRESSWAY SYSTEM MAIN THOROUGH

THE FIRST NATIONAL BANK OF ATL





#### OF PROFITS A

Atlanta, the capital of Georgia, is the industrial, commercial and financial center of the Southeast. More than 1,675 manufacturers, over 3,300 branch offices and more than 300 manufacturers' agents find Atlanta, Georgia, a remarkably good place for profitable and pleasurable living.

Traditionally a transportation center, Atlanta today has seven major railroad systems with more than 13 main lines radiating in all directions; six airlines — Capital, Delta, Eastern, Southern, Trans-World, Northwest — provide air freight shipment and 428 passenger flights daily over 15 major air routes. The city is the Southeastern junction point for the U.S. Interregional Highway System, with six major routes meeting in her modern expressway system. Thus it is strategically located for the best in bus and trucking services.

Communication facilities are superb. Atlanta is one of the largest telegraph centers in the world and one of the world's largest telephone switching centers. The city is well equipped as the central point from which to carry on manufacturing, distributing and selling activities to the important Southeastern market.

#### CAPITAL CITY OF THE SOUTHEAST

Since Atlanta is ideally located for easy, economical transportation, it has inevitably become the commercial, industrial and financial capital of the Southeast, with a population that has mushroomed in one decade from a metropolitan population of 727,000 in 1950 to a city of more than one million in 1960! The Metropolitan Area of Atlanta encompasses five counties.

The city is ideal for industry with plenty of power, water, fuel and disposal facilities. Under a well-developed Metropolitan Planning Program, vast commercial and industrial facilities are being developed along the railroads, expressways and major highways. This map shows existing industry and areas proposed for industrial development during the next few years.



# GEORGIA RAILROADS MAIN THOROUGHFARES BANK OF ATLANTA

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ry with plenty of power, water, fuel and disposal ped Metropolitan Planning Program, vast commercial eing developed along the railroads, expressways and lows existing industry and areas proposed for industrial low years. Commercial facilities, including office space, sales areas and warehousing, are available in all sections. Since Atlanta is developing rapidly in all directions, facilities are always close to a good labor supply. Employees and management alike enjoy the particularly pleasant life in this great city.

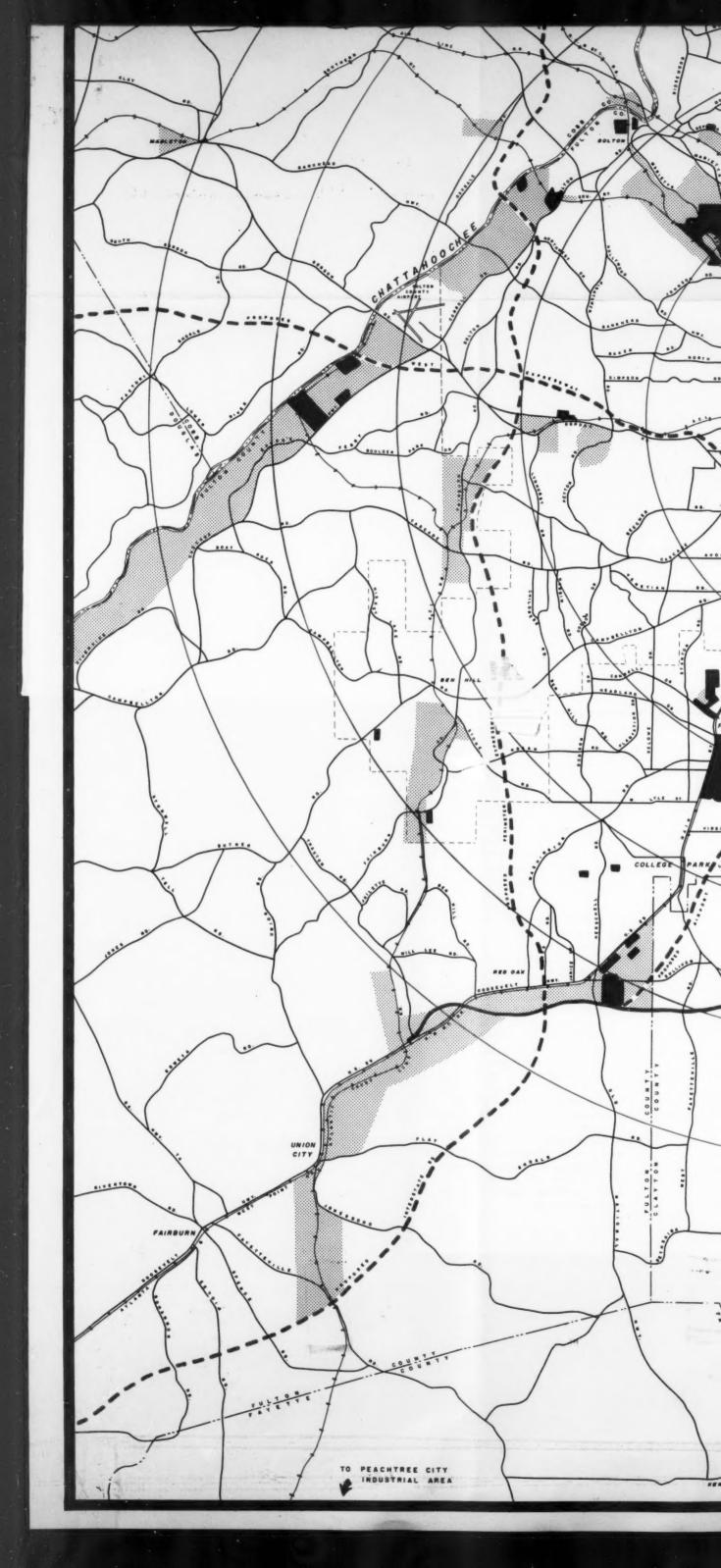
The First National Bank of Atlanta provides a Special Services Section to help find office space, industrial sites or homes for employees for all new businesses and industries. The department will be glad to help you with all newcomer problems.

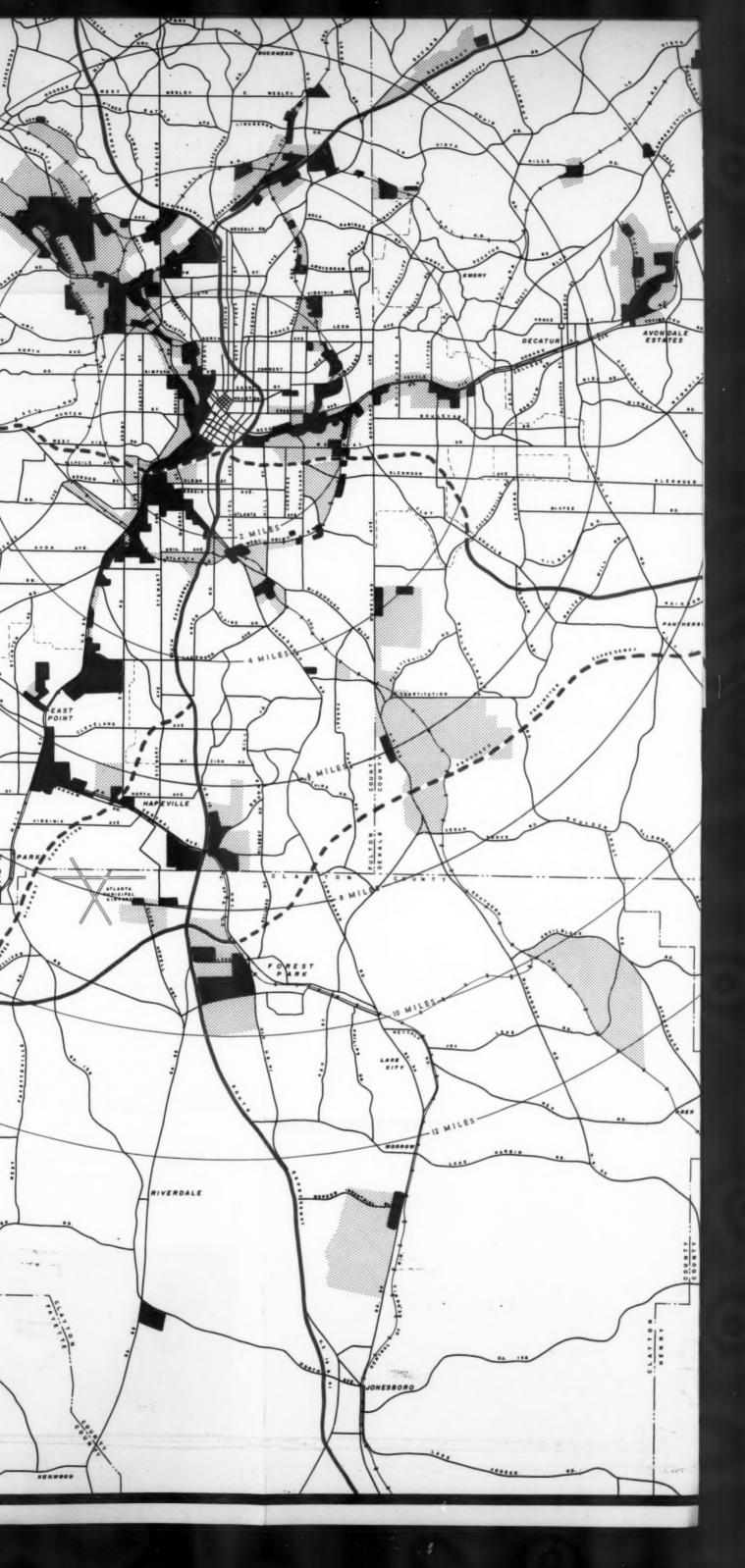
#### THE PLEASANT LIFE

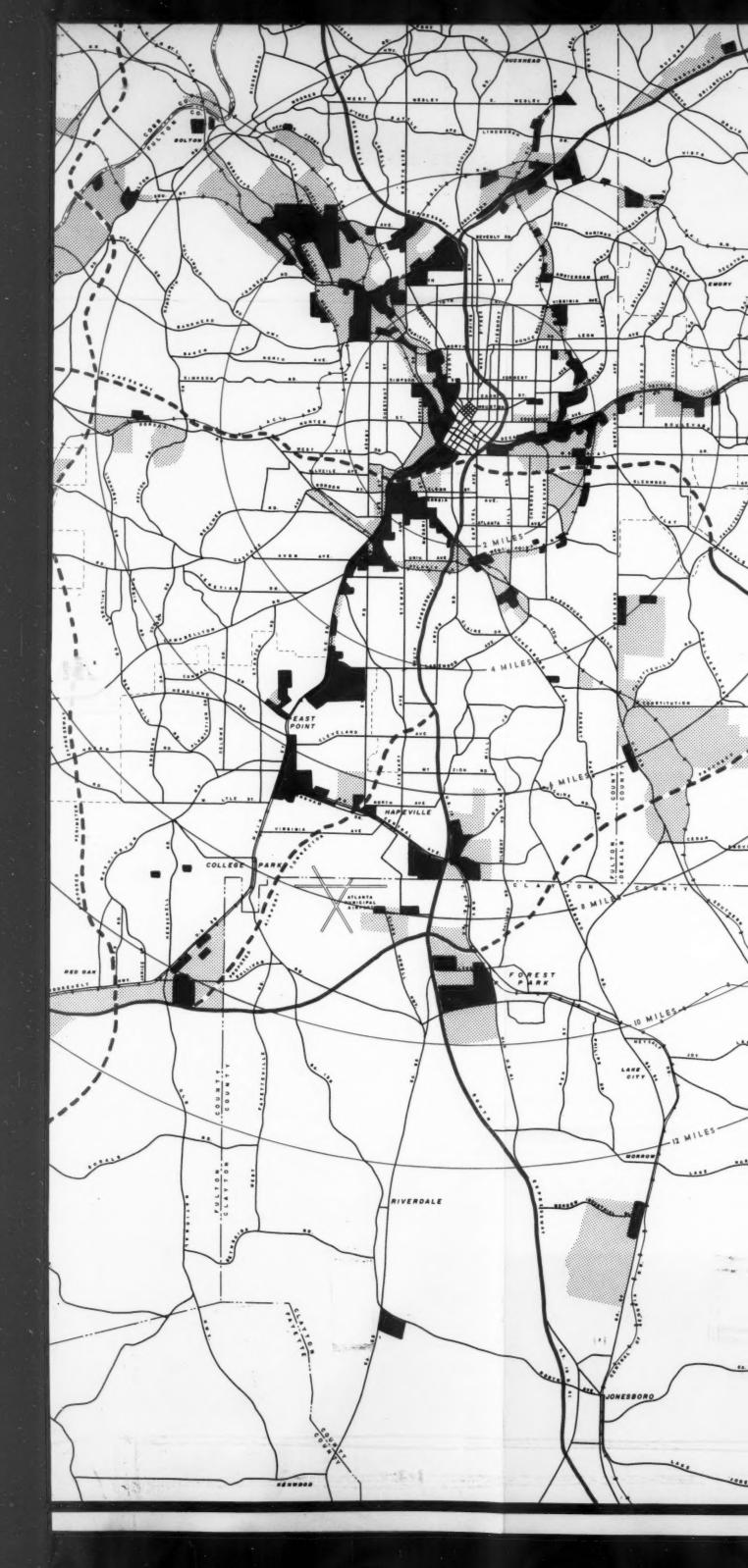
The pleasant living conditions of Atlanta surprise almost everyone who visits the city for the first time. Located 1,050 feet above sea level (second highest major city of the U.S.), Atlanta has one of the mildest climates in the country. Winter temperatures are seldom below freezing, while summer temperatures seldom exceed 90°. Another factor in Atlanta's pleasant life is the rolling terrain — gentle hills, valleys and green trees are seen everywhere. These natural advantages are the setting for beautiful residential neighborhoods. With two major lakes within an hour's drive, the Blue Ridge Mountains only two hours away, and the Atlantic and Gulf Coasts within six or seven hours' drive, there are plenty of attractions for pleasant afternoons or week-ends. Within the city, there are many facilities for golf, tennis, swimming and other recreational activities. For football enthusiasts there are Georgia Tech in the city and the University of Georgia, only an hour and a half away, in Athense

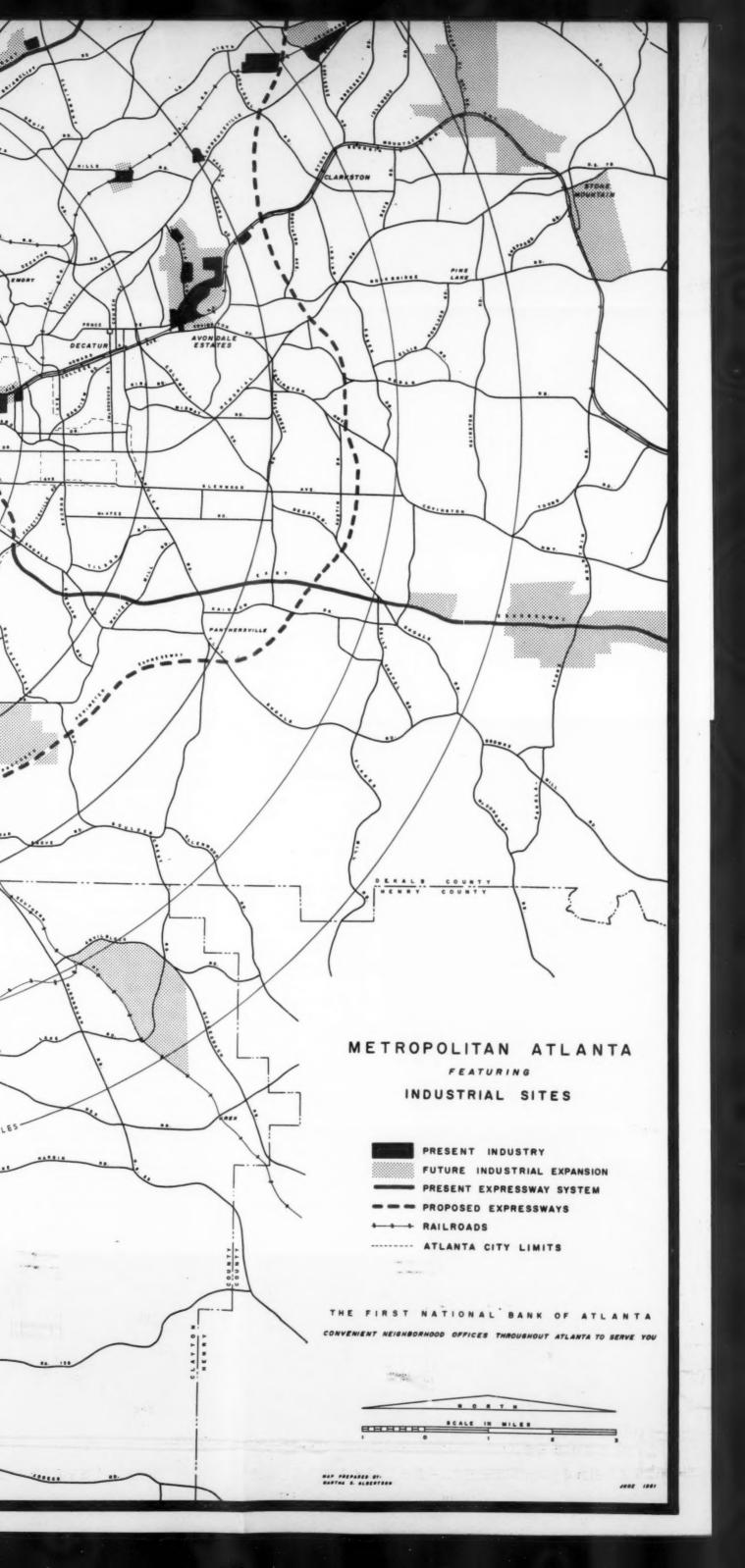
Schools are good. Stores and shops are excellent. The transit system, too, is outstanding. And, waiting to serve you in any way — in every way — is Atlanta's oldest and largest bank — The First National Bank of Atlanta.



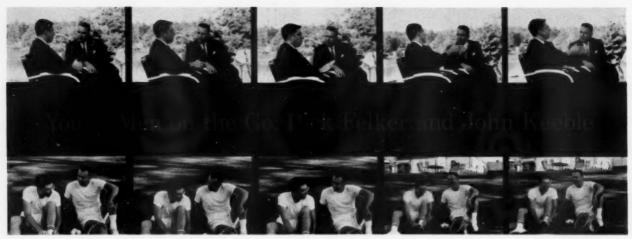












by Fred Hartley

A dozen years ago Dick Felker and John Keeble were fraternity brothers and warm friends at Vanderbilt University. Today they are partners in an enormously successful mutual funds agency. Their association is not a solid line but is broken by a war and the divergent courses of their respective careers. However, hev both ended up eventually in At-

and even found it convenient to to work together. It was about four years ago that circumstances and opportunities drew them together in a bold business venture.

Dick sold securities for The Robinson-Humphrey Co., Inc., at the time, and John was an associate with the law firm of Gambrell, Harlan, Russell, Moye & Richardson. Both were enviably situated with highly esteemed firms which acknowledged their abilities and held out the promise of a bright future. But contentment eluded these ascendant young men. Perhaps it was that individualism which has made many a young American tell the boss that although he liked his job, he really wanted a chance to make it on his own. There was more, too.

"I reached the conclusion," said Dick, "that nine out of ten people who were buying and selling stocks would be better off investing in mutual funds. And I saw that mutual funds – contractual investment plans – offered investment opportunity for the 90 percent of the people who didn't play the market – and ought not to. I saw this great untapped market for securities being neglected in this area, but there I was selling securities to the people who had already made their fortunes."

John came from a family of lawyers and his own practice succeeded so well that it was some time before he was ready to admit that he was temperamentally a misfit in the profession. He had come to Atlanta as a lawyer for the Internal Revenue Service and soon attracted the attention of Gambrell et al. But the cloistered and confining life of a tax attorney proved burdensome to John. He is essentially a salesman by nature, hearty and cordial in his relationships.

Thus the ferment of striving, discontent and neglected opportunity flavored the dialogue between these two young men as they took turns driving to work. It converged with their old and sanguine friendship, and gradually the vague shape of joint ambition emerged until it stood out in sharp relief: they would organize a mutual funds agency for the sale of contractual investment plans to the public. But imagination and desire weren't enough. They proceeded with caution, for they knew the pitfalls were too numerous and deep to justify haste. Dick made several trips to the East for a closer survey of opportunities and procedures. Everything they learned gave encouragement to their grand design, despite the fact that the country was deep in economic recession this was the spring and summer of 1958.

"But we never once considered turning back," said John. "In fact, we constantly had to pull back on the reins to keep from going too fast," recalled Dick, who had meanwhile been elected a vice president of Robinson-Humphrey, Inc.

That was three years ago. Mutual Funds of America formally came into being in September, 1958. Dick and John - together with a veteran independent dealer in mutual funds, Gifford Mabie - put together a sales organization which represents the leading funds operating in the country today. Dick became president and John vice president. Since its modest beginning, the firm has done \$16,-000,000 in business (based on total value of paid-up and contract plans). The sales force employs 12 full-time and 20 part-time salesmen, plus representatives in six other Georgia towns. Sales are currently \$650,000 a month, up 23 percent from a year

"But it's just a drop in the bucket compared to what we can do and intend to do," declared Dick. And from John: "We are pleased but not satisfied with the record; we never will be."

Each of these remarkable young men is 31. Both are married to Nashville girls whom they dated all through college. Both are members of the Northside Methodist Church and active in parish life. Both play tennis for recreation. (John, a long-time racquet champion, has been collecting trophies since he was a boy, from as far away as Albuquerque. Dick has only recently—and reluctantly—agreed to face him across the net, on a teacher-pupil basis.)

Dick (full name: Richard Reeves Felker) is slightly older. He was born August 25, 1929 at Monroe, Georgia, the son of Mr. and Mrs. Paul McDaniel Felker. He attended public schools in Monroe and spent

continued on page 43

### Opening Day at the Mart

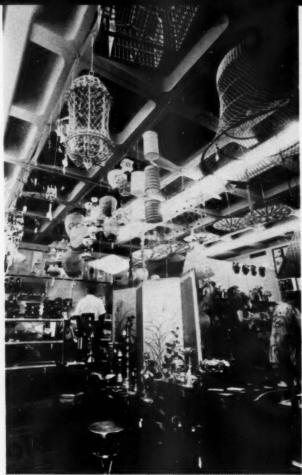
Fifteen thousand people disappeared without a trace into the cavernous corridors of the Atlanta Merchandise Mart last week. Buyers from eleven states assembled for the grand opening and Summer Market, assaulted the Mart, and came away shaking their heads at the size and scope of Atlanta's newest skyscraper.





Since the summer of 1959, when Ben Massell, Atlanta's Texas-size entrepreneur, sat down with officials of the Atlanta Merchandise Mart to sign a long-term lease agreement, the city has been buzzing with talk about the concrete colossus at the corner of Peachtree and Harris. The city whistled when a whopping \$1,800,000 was paid for the property, then whistled even louder when a New York insurance company made an \$8,000,000 loan commitment.

Last week, as the Summer Market opened, the whistling was starting up again. This time it was the buyers, and they were clapping their hands over the biggest, grandest, most elaborate home furnishings and giftware displays in the South. Photographer Jay Leviton, dripping from every side with cameras, boarded an elevator, rode to the top floor, and walked back down, shooting pictures on every floor as he walked. Result: A birds-eye view of harried buyers, hurried merchandisers, and of a sparkling new addition to Atlanta's changing skyline.



"I think we spent more time putting up those lamps and displays than Ben Massell did in putting up the building. You say you've been walking everywhere you went? Up the stairs and everything? You must be crazy...and it's a wonder you're not dead. This is a big place!"





"I dunno'. I say it's a big ugly fish . . . my wife says it's a gargoyle. But I'll tell you this . . . I bet they sell it. People have been going in and out of there all day long. This looks more like Chicago than Atlanta."





"Well, you just don't understand. We can't wait till Christmas to sell Christmas trees. You buy them at the store just before Christmas... but the store buys them here...now. Come here...let me show you something. Climb up on that swing... that's it...put your full weight on it. Now, hold on... see? It holds both of us. Now, wait a minute... just stay right there... hey, George! George... can you come over here a minute? Come over here and climb on this swing. See what I mean? Now, wait a minute... Helen! Can you come over here and climb..."



"No . . . I think this must be the wrong list. No? Well, where does it give the price, then? Here . . . let me see that a minute. Oh, I'm sorry . . . it is there, isn't it? Sixteen dollars a gross? Why, that's wonderful!"







# The Manual Men Men of Atlantic Steel

PHOTOGRAPHS BY LEVITON / ATLANTA

ust ten minutes from the world of downtown Atlanta — where white collared and suited men hurry from one air-conditioned building to another — there is a world of fire and iron and noise where strong, grimy giants in blue shirts manipulate with skilled hands huge machines which pound and shape red-hot steel into a myriad of products for building and industry.

This is the world of Atlantic Steel — Atlanta's own steel mill. It is a world of furnaces and rolling mills, but it is, most of all, a world of men.

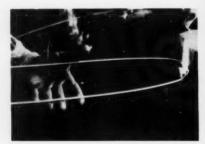
It's easy for most men to forget that a place like Atlantic Steel's mills—where the size and weight of the machines are almost overpowering—is a place where men are most important. A visitor to the mill is usually impressed first of all with the way the machines and rolling mills dwarf their human operators. On

continued





August, 1961 · ATLANTA MAGAZINE · 31



second look, however, he is inevitably impressed with the fact that here is a supreme example of the way in which human skill and intelligence can create huge machines and then bend them to the will of men.

The things the men of Atlantic Steel perform as everyday parts of their jobs would fairly frighten most men out of their wits. But the men of Atlantic Steel are not just ordinary men; experience and skill have turned

continued on page 34











## METALS

FOR THE SOUTHEAST



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#### ATLANTIC STEEL

continued from page 32

them into the masters of their machines. There are the men, for instance, who work in the mill which produces bands for cotton bales. Their job: to catch with a pair of tongs the red-hot bands of steel as they emerge—lightning fast—from the mills, whip them around in front of their bodies, and slide them into the mouth of the next "repeater" section. The job takes skill and intrepidity, and the motions must be performed with the grace of a ballet dancer.

And there is the man whose job it is to repair and adjust the electrical machinery which tilts the giant melting furnaces for pouring the molten steel into ladles. If something goes wrong with the machinery—as it sometimes does—this fearless man crawls under the furnace (often while the furnace above him is filled with 90 tons of seething steel) and makes the necessary adjustments on the machinery.

Ninety-five percent of the men of Atlantic Steel are classified as skilled or semi-skilled. They are some of the best-paid workers in the South their pay scale being about equal to that of other steel workers throughout the country. Some of the men are more than just skilled; a number of them are trained in at least nine of the recognized engineering professions - architectural, civil, chemical, combustion, electrical, hydraulic, industrial, mechanical and metallurgical. The men of Atlantic Steel also include skilled workers in more than 20 recognized crafts, such as those of diemaker, drop forger, electrician, instrument repairman, machinist, millwright, painter, pattern maker, pipe fitter, plumber, structural steel worker, and welder. Some of the men of Atlantic Steel are skilled in the various railroad crafts - to operate and maintain the 18 miles of track and 200 pieces of railroad equipment included within the plant.

Besides skill and intrepidity, one of the most outstanding characteristics of the men of Atlantic Steel is an exceptional personal loyalty to their company. During World War II, when there was a shortage of manpower, men were known to sleep at the plant without going home for a week at a time. And there is the

story of the man whose legs were burned seriously when he was pinned to a wall by a bar of hot steel. (He spent more than a year and a half in the hospital, but when he was able to walk well enough to return to the same job, he did just that, and is still working at it.)

Working at Atlantic Steel is often a family thing for Atlanta men. Throughout the history of the mill, there have been several cases of a father and several of his sons working together at the same time. One employee worked more than 50 consecutive years with Atlantic Steel.

Despite this loyalty, occasional strikes have marred the history of Atlantic Steel — just as they have every other steel mill in the country. When these have occurred, the members of management have not been averse to shedding their white shirts and running the mill themselves.

It is not only today's story of Atlantic Steel which can be written in terms of men; the actual founding of the company in 1901 came as a result of the vision, foresight, and courage of eight Georgia men - Dr. Abner W. Calhoun, George W. Connors, Charles E. Currier, John N. Goddard, Frank Hawkins, John Ottley, J. Carroll Payne and Samuel T. Weyman. None of these men had any personal experience in the steel industry, but they saw the need for some kind of plant in Atlanta which could free the region from the necessity of relying on the mills of the North to supply the baling straps for Georgia's cotton industry and the barrel hoops for the state's turpentine plantations.

Possessed of sound judgment, personal integrity, a distinct talent for good business management and large measures of good faith, these pioneers of Atlanta's steel industry were responsible for helping provide the region with a backbone of heavy industry.

And the company is still distinctly Georgian: Georgia men still comprise the entire Board of Directors and all the officers live in Atlanta.

The men (and women) of Atlantic Steel now number nearly 1,600 - Atlantans who in 1960 received wages and salaries of \$10 $\frac{1}{2}$  million. And each of the 1,600 seems determined to keep Atlanta an important part of the nation's steel industry.

#### FRANK SHAW: KEY MAN IN THE CHAMBER

In 1926, just one year out of Georgia Tech, Frank K. Shaw joined the Atlanta Chamber of Commerce to handle the follow up of the first Forward Atlanta Advertising Campaign. Today he is still selling the nation on the industrial and commercial advantages of Atlanta.

In the field of aviation, his influence has been felt, not only in recent events, but throughout the last thirty-five years. His name can be seen on the dedication plaque of Atlanta's first air passenger terminal.

At the present, aside from being secretary of the Aviation Committee, he is serving on the Chamber's Rapid Transit Committee. Here, his judgment as the Chamber's consulting engineer is invaluable in planning an adequate transportation system for the city.

Shaw's interests are not, however, entirely local. As a former member of the Business Statistics Committee of the Chamber of Commerce of the United States, he is well aware of Atlanta's role in the national picture. He has served many cities and towns in the Southeast as a consultant in helping to set up their own development programs.

continued on page 44





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businesses that need the services.

Bigness also brings the potentials of external economies - a diverse labor supply, a versatile system for handling freight, broad stockpiles of component parts and raw materials, a horde of buyers and sellers in a variety of markets, sensitive communication facilities and so on. The availability of these economies is clearly evident in Atlanta - not to the degree that they are available in the larger cities in the Northeast, of course, but to a much greater degree than elsewhere in the South. As Atlanta grows larger the "external economies" that it offers will grow in variety and depth.

It would appear therefore that Atlanta is now becoming something of a "national city." It is becoming more fully equipped to play a complete role as an economic generator, service center and control point. It is no longer solely a regional center, although the Southeast is the part of the nation it primarily serves. It plays a highly complex and sensitive role. offering basically what is offered in other key national cities elsewhere. With its excellent air transportation and its excellent communications facilities, it is likely to become a national headquarters site as well as to maintain its dominance as the headquarters center of the Southeast.

In light of these facts, some of the challenges to Atlanta's leadership are clear. There are two main lines along which we should particularly channel our efforts: 1) to promote the economic development of the region as a whole; and 2) to improve the efficiency with which Atlanta plays its role at the center of the regional economy.

There has been some talk recently that Atlanta may be losing out in relation to other major urban centers of the Southeast. I don't agree. Even if there were relative gains elsewhere it would not indicate (as is directly implied) that other centers are taking over functions that should be Atlanta's.

Look at the record. Since 1940 Atlanta has increased its population by a tremendous 82 percent. This is about the same gain as that made by all metropolitan areas in the Southeast combined. During the 20-year period Atlanta has pulled sharply

away from New Orleans, Birmingham and Memphis which were the second, third and fourth ranking cities in 1940. It has outgained the Industrial Piedmont cities (Charlotte, Greenville, Greensboro), the "fall line" cities (Macon, Augusta, Columbus), the inland trade centers (Nashville, Jackson), the Atlantic Coast ports (Savannah, Charleston), and the "heavy industry" cities (Knoxville, Chattanooga). These are significant facts.

Only the Florida cities with their unique economies and the oil-and-port centers to the southwest (Baton Rouge and Mobile) grew faster than Atlanta on a percentage basis. In a real economic sense, these cities are "non-competitive" with Atlanta. They have legitimate reasons to grow at their own pace, which is exceedingly rapid. They have not taken over Atlanta's basic functions in the region or are they likely to.

There is no question that both Miami and Tampa-St. Petersburg will eventually pass Atlanta in population. Miami might well slip by as early as 1965. So what? The Florida economy is a unique segment of the U.S. economy and much of its development is substantially unrelated to what is happening in the Southeast. The new "Florida boom" is a permanent transformation based on the new roles of recreation and retirement in U.S. life, the increased importance of climate in certain segments of U.S. technology (such as aircraft and missiles), the strategic importance of water in key industries, the increased mobility of U.S. population and labor force, and the heightened importance of Latin America.

Look at some other figures. In 1939 prior to the big change in the South's economy, Atlanta accounted for 10.3 percent of the Southeast's wholesale sales. In 1958, after a tremendous expansion in wholesaling throughout the entire region, Atlanta had 12.8 percent of the total — a \$4,000,000,000 business in that year.

In value added by manufacturing, Atlanta accounted for 4.3 percent of the regional total in 1939. Its proportion had increased to 5.1 percent in 1958. With all of the tremendous expansion and decentralization of industry, Atlanta has been clearly gaining on the field — and it has taken the factory lead away from Birmingham.

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#### WHERE FROM HERE?

Retail sales are primarily a local rather than a regional function. The new economic strength of local economies has vastly increased local retailing, particularly in Florida. Even so, Atlanta has held its own in its share of retail sales in the Southeast. It increased its actual retail sales nearly six times between 1939 and 1958.

Atlanta has the largest concentration of banking and financial facilities in the region; it has the most retail sales and the largest department stores; it is far and away the ranking communications and transportation center; it is the leading center for higher education and for medical and hospital services; it is easily the largest office and governmental center; it is the cultural and entertainment capital; and only the big Florida cities can show more conventions and meetings.

These facts are important simply to correct the impression that Atlanta is losing out. The key point is Atlanta's unique role in carrying out the region's "central work" - in manufacturing, in assembling, in technical services, in the professions, in executive administration, in business controls. It is literally true that nearly every economic development of any size in the Southeast has some direct or indirect implications for Atlanta. There is nothing phony or parasitic about this relationship. Exactly the reverse is true - the relationship is there basically because Atlanta is serving, not receiving.

It is clear, of course, that Atlanta can muff this role. We don't deserve to play it if we can't play it well. There is no excuse for being smug about how important we are. On the other hand, the job is clearly Atlanta's to do and we ought to focus upon doing it rather than worrying about who is growing faster than whom.

There is going to be a massive spillover of industries throughout the Southeast in the next 10 years. Hundreds of plants are going to spring up in the smaller towns and cities. They will add new stability to these local economies and will help absorb the region's available work-force. This broad decentralization is an inevitable part of the economic maturing process — the best possible thing that could happen to the region.

Atlanta should strongly encourage this decentralization. The economic future of this city lies in the economic future of the Southeast, even in the carrying out of its "national city" functions. All possible assistance should be given to help develop strong local economies which in turn will look to Atlanta for the highly specialized services available only in the central city. The things Atlanta can do best, it should do; the rest belong elsewhere.

Let's take a few examples. Some experts — and they are highly qualified men — are saying that Atlanta should develop an electronics industry. They point out that this is a sector of our local economy that needs strengthening. I disagree in principle.

There are dozens of towns and cities throughout the Southeast where the electronics industry can perform just as efficiently as in Atlanta. Their presence would mean a great deal to many local economies. Atlanta does not need the electronics industry as a part of the complement of essential plants and services con-

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tributing to its cog-wheel function in the region. This industry should be broadly decentralized to tap reservoirs of labor in local communities.

The same reasoning holds for a wide variety of industries turning out component parts and other industrial products. With its central location and other inherent advantages, Atlanta can serve as the fabricating and assembly center for many final products. However, there is no reason why secondary and tertiary industries that feed goods into these assembly plants should not be fairly widely scattered. Of course, many plants need advantages (such as "external economies") that Atlanta alone is able to provide and these plants certainly should be located here. But hundreds of plants can perform just as well elsewhere, or even better, bolstering local economies. They help Atlanta by bringing new strength to the region as a whole.

Or take the idea of developing a waterway up the Chattahoochee River to Atlanta. I have the reputation of being somewhat of a longrange dreamer, but I try to have the logic of economics on my side. This kind of project does not have it. There are great prospects for waterway development throughout the Southeast, particularly in Georgia, but the potential new industrial clusters based on water transportation should be located at the fall line cities such as Columbus, Augusta and Columbia. At these key points new complexes of industry can be developed with maximum efficiency. Again these industries will turn to Atlanta for the specialized services that it has

This is a hard-headed, not a soft-headed, approach. The entire region

must share the benefits of industrialization. In key points the problems of growth and transition are acute. The impact of further textile readjustments must be absorbed in the next few years. Major gains must be made in reducing the Southeast's vulnerable dependence on the Federal government, particularly in military installations subject to sharp changes in policy. Jobs must be found for thousands of new entrants into the labor force, for further displacees from agriculture, and for the still large reservoir of underemployed workers. The march toward a mature industrial economy must continue and it must involve all parts of the

Atlanta's role in the Southeastern economy is somewhat similar to the role of the central business district of a city in an expanding metropolitan economy. Legitimate decentralization must be encouraged - it is patently impossible to accommodate more than a small fraction of the additional facilities called for in expansion. The central areas - Atlanta in the region and the downtown district in the metropolis - must concentrate upon those specialized functions it can handle best. It must carry out those unique core functions that are essential to, and can in turn be supported by, the larger economy.

The future pattern of Atlanta's metropolitan economy has already been sharply defined. We are going to be a high-wage, high-skill, highly-specialized area. Our basic strength will be diversity of products, skills and services and a consummate ability to carry out the region's "central work." We should concentrate on correcting our weaknesses in carrying out this role, and we have some



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Wherever You're Going, for Reservations Call Southern Airways PO. 6-1411 or Your Travel Agent. glaring weaknesses now — in research and development, in highly-specialized enterprises such as the tool-and-die industry, in local facilities (both public and private) contributing to the "external economies" of the central city.

I think this puts the premium in Atlanta upon two things: 1) building and maintaining a local physical environment that has maximum efficiency; and 2) developing a highly articulate organization of local talent and leadership. In no other city could the spotlight be more sharply focussed upon the need for vigorous programs of civic improvement and planning. If Atlanta is to realize its full economic potential, it must indeed be more than a big city—it must be a great one.

Atlanta's top leadership already knows this, of course. Much of the city's growth since the end of World War II was inevitable, but Atlanta's leaders have been looking ahead to make certain that the inevitable continued. Our Chamber of Commerce program has been outstanding in its vigorous, honest and unabashed efforts to recognize and try to solve problems rather than simply to wave the flag. Atlanta has not been afraid to tackle its problems of traffic congestion, slums, bad housing, racial tensions, and inadequate public facilities - and it has tackled these problems head-on and in public. Atlanta has known that the efficiency of its physical pattern and the confidence inspired by civic competence are the joint keys to economic success.

Atlanta's record of accomplishment is a long one. It has planned and with Federal help is now building one of the nation's most ambitious express-

way systems. It has undertaken a major urban renewal program. It has made basic improvements in its local government structure. It has floated tremendous bond issues for a wide variety of basic facilities. It has – primarily through its courageous mayor – handled race relations problems with skill and understanding. It has supported competent and generally effective planning agencies.

It has built nine new office buildings in its central business district in only six years. It has added hundreds of new hospital beds, expanded its colleges and universities, acquired reactor and computer centers, built 1.500 new motel units near its heart. erected a major merchandise mart, built one of the nation's finest airports, added more low-cost, privatelyfinanced housing units than any area of its size in the country, developed seven major industrial districts, promoted large recreational developments and built a dozen major shopping centers (including the largest in the Southeast).

It is now working actively on a new fine arts and cultural center. It is moving ahead with plans for a coliseum, an auditorium and a stadium. It has completed preliminary studies for a huge rapid transit system utilizing the railroad rights-of-way to tie together the sprawling population. It is facing up realistically to new problems of race relations at a critical time. It is studying the possibility of a major international exposition in either 1966 or 1967.

This is not a haphazard record made up of unrelated projects. It is a performance testifying to a clear recognition of the town's basic character as the main cog-wheel of the Southeast's economy. Atlanta has not



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#### WHERE FROM HERE?

done and is still not doing everything well, but there is no question about our willingness and desire to do better.

With all of its promise and potential, Atlanta faces many problems. They are essentially the problems of growth and of transition. Some are the universal problems of all big cities; some are singularly the problems of the changing Southeast. Our particular package of problems is somewhat unique, however, because our town is unique.

Let's state it again: a prime key to Atlanta's economic success is the physical efficiency of the city - the right-things in the right places at the right time at the right cost. It is our total environment that is important - our interrelated combination of good homes and churches, good schools and hospitals, efficient business districts, specialized professional services, adequate industrial sites, rapid communications and transportation, first-class educational facilities, broad cultural activities, adequate recreational opportunitiesin short, the elements of an efficient big city. Our economy is not based on water, raw materials, cheap labor, port operations or even primarily on location at this time of revolution in transportation and communications. It is based primarily on organization.

We must increase our arsenal of available public and private services. We must improve the efficiency of metropolitan government. We must make better use of our local and state manpower resources, both white and colored. On the industrial development side, we are weak in machine skills, die-and-tool making, all types

of industrial research, testing laboratories, and many other types of skilled and semi-skilled operations. In our complement of industrial facilities, we have not progressed as far toward a "mature complex" as we have in the white-collar activities.

More specifically, we must lick the problem of how to govern our sprawling metropolitan area and how to finance our new "outer city." We must take a new look at our zoning regulations (to allow for our large-scale apartment developments in the suburbs, among other things). We must vigorously tackle the problems of our "gray" residential areas between downtown and the suburbs that are not being solved by urban renewal. We must do a much better job of planning in Downtown Atlanta to replace obsolescence with modern efficiency and to open up areas for expansion. We must push ahead with rapid transit and expressways.

We must work ceaselessly to keep local government in enlightened hands. We must not become complacent about our past successes in handling race relations or in throttling organized crime. We will face increasingly difficult situations as we continue to grow.

These are all desirable objectives pointing toward the good life for the community at large. What I would like to emphasize again is that they are also specific objectives in our economic planning. In Atlanta, civic leadership is economic leadership and the two cannot be broken apart.

Will Atlanta become a great city, not just a big one? I think it will. As the late beloved Robert MacDougall used to say so often:

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two years at Darlington School in Rome. There he was president of the Honor Council, co-captain of the football team and a member of the varsity basketball and baseball teams. He was graduated cum laude in 1947 and entered Vanderbilt University the following fall. He majored in business administration and was graduated — again cum laude—in 1951, the same year he was voted the university's most outstanding student.

He went to work in Nashville for Equitable Securities Co. and in April 1952 married his college sweetheart (and former Miss Vanderbilt), Bebe Sims. (They now have two children, Ric, 7, and Betty, 5.) He was assigned to Equitable's Atlanta office. Early in 1955, he joined The Robinson-Humphrey Co., Inc. He quickly earned esteem and confidence in Atlanta's investment circles and was rewarded with a vice presidency by his firm in January 1958, just three years after he had joined it.

Nashville was the birthplace of John Bell Keeble (he's descended from John Bell, Constitutional Union candidate for president in 1860), on Nov. 28, 1929. He attended Nashville public schools and Montgomery Bell Academy. The death of his father during John's sophomore year made it necessary for him to take a job on the outside. He worked in a bank for two years and later as an inspector for a credit rating bureau. At one time, while still in law school, he also held a second job, selling subscriptions to a private fire department for residents beyond the city limits.

Despite this work load and the new responsibilities of matrimony (he had married just before beginning his final year of law school) he managed to graduate fifth in his class, receiving his LL.B. in 1952. He sold insurance for nearly a year before entering the Air Force for a two-year hitch, wherein he served in the Judge Advocate General's Department. After this tour of duty, John came to Atlanta to work for the IRS and joined the law firm in 1956.

John's wife is the former Dorothy Fields of Nashville. She, Bebe and Dick were in the same class at Vandy, while John was a year ahead. They were all good friends then, but are even closer today. Even their kids get along well together. The Keebles have three, Madalin, 6, John, 4, and David. 2.

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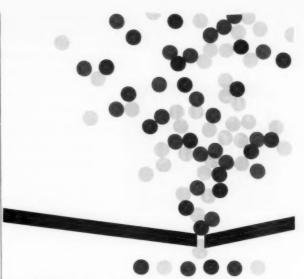
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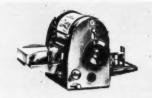
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#### LOCKHEED

continued from page 24

discuss a trip into the next county. This is not unexpected, for man has been flooded with such an array of new developments that nothing surprises him anymore.

This progress - which is being made so much faster now than in the past - is drawing on one great, indispensible resource - the minds of creative, imaginative, and educated men. Thousands of these minds, which would have remained unused a few years ago, can now benefit from the knowledge of centuries and expand upon it. That knowledge has been made easily available with our vast and comparatively cheap printing methods, with radio, films, and television, and probably most important, with our widened educational system.

Lockheed/Georgia is contributing to those facilities in a unique way. It is designing and building nuclear training reactors for colleges and universities which will, with the cooperation of the Atomic Energy Commission, develop the nuclear scientists of the future.

The University of Texas, Pensacola Junior College in Florida (the first junior college in the nation to install one) and Ohio State University have all purchased reactors manufactured by the Lockheed Nuclear Products Branch in Atlanta. Lockheed is presently building one for Purdue University, which will become the first reactor in Indiana.

Texas University was the first to receive a Lockheed/Georgia reactor. Compared to the big research reactor at the Georgia Nuclear Laboratories at Dawsonville, the Texas training reactor is said to be like an "erector set", but it — and the one at Pensacola Junior College — are quite adequate to train students in the use of radiation equipment and the characteristics of reactors.

The Ohio University's reactor is considerably larger. Twenty feet high, nineteen feet long and twenty-four feet wide, it can cover the entire range of reactor capability, while the reactor being built for Purdue will be the first of its kind designed chiefly for student use and will be the same as the one now on display in Rio de Janeiro on the "Atoms for Peace" tour of South America.

Costing less than \$150,000, it will be of the "swimming pool" type, which permits its core — where the chain reaction take splace — to be viewed during operations. The core is at the bottom of a circular tank 18 feet deep and 8 feet in diameter. It will be visible through 13 feet of water, which provides ample protection from radiation emitted by a reactor of such low power range. The reactor is so designed that it may be operated at a higher power level in the future, and may be moved when a new nuclear facility is developed.

This investment in the future of nuclear science by educational institutions may not pay off for a few years, but no one doubts the fantastic achievements possible with this unlimited source of power. The Georgia Division's Nuclear Laboratories are already conducting experiments leading to the development of an atomic powered aircraft.

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ated above ground. This dictated the choice of a large area, remote from populated centers.

The facility was designed, built, and is now operated by Lockheed's Georgia Division for the U.S. Air Force. It is used for irradiation and testing aircraft components and subsystems in the radiation environment anticipated for operational nuclearpowered airplanes.

Items can be tested within the reactor field under various combinations of environmental factors, such as irradiation, humidity, ozone, pressure, and temperature.

Expanded use of the laboratories will permit radiation work to be performed for other government agencies and for commercial concerns, along with colleges and universities.

Lockheed's Human Factors Research Laboratory at Marietta is, also, working with college students. The Air Force and Lockheed psychologists are studying results of a "space cabin" in which Georgia Tech and Emory students participated. They are trying to determine how well a crew of five men can work together in a space vehicle.

Last year, groups of Strategic Air Command B-52 pilots were confined continuously for fifteen days in the Lockheed "space cabin" in an experiment to see how well an individual could work on a schedule of four hours of work and two hours of rest around the clock.

Unlike these "individual" testings of the SAC crew members, the students performed as a group. They coordinated their efforts in seeking to solve numerical, perception, and auditory problems presented to them via electronics by the psychologists. Though the problems were not iden-

tical to those involved in operating a space vehicle, they exercised the same mental processes of the "crews". Four crews from Tech and one from Emory were used during this experi-

At this same Human Factors Laboratory, a Null Gravity Simulator has rotated submerged frogmen up to 80 rpm to create the effects of weightlessness. The frogmen had air supply tubes and electrodes taped to their bodies while scientists at Lockheed recorded their reactions - a preview of how man will react, work, and sleep while floating weightlessly through outer space for long periods

If the man on the street is blase about the remarkable new developments now taking place, Lockheed is not. In a recent speech by Robert E. Gross, Chief Executive Officer and Chairman of the Board of Lockheed. stated, "In our vision of the work that remains for us to do, we are now getting glimpses of projects so vast and so significant that they stagger the imagination. We shall not achieve them all, of course, but we shall achieve some. And in that achievement our Georgia Division will play an important part."

EDITOR'S NOTE: This article completes a three-part series on the Lockheed colossus. Treating any story in three parts, in three separate issues, is a departure from the policy of this magazine. We felt justified in this case, however, and letters from our readers indicate they share our feeling. Lockheed has three multi-million-dollar faces—the C-130 and C-131 face, the JetStar face, and the new Missile & Space face. Each face, we felt, required a full story. A few days after the last article was written and set in type, a news release informed us that Lockheed/Georgia as we have known it is no more. The name has been changed. The official name is now Lockheed-Georgia Company. W. A. Pulver, who has been vice president of the corporation and general manager of the Georgia Division, is president. Everything else remains essentially the same. The Lockheed division dealing with missiles and space is now called Lockheed Missiles and Space Company; the Burbank Division is now officially Lockheed-California Company.



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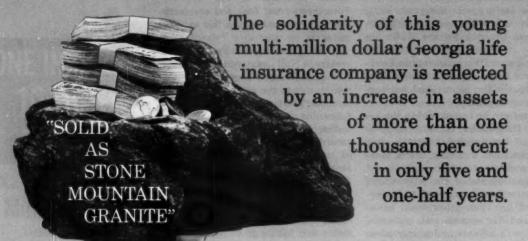


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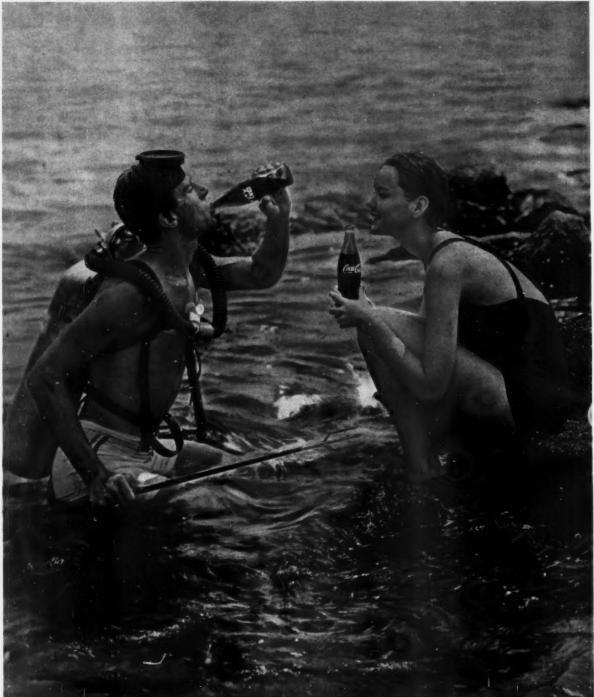
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